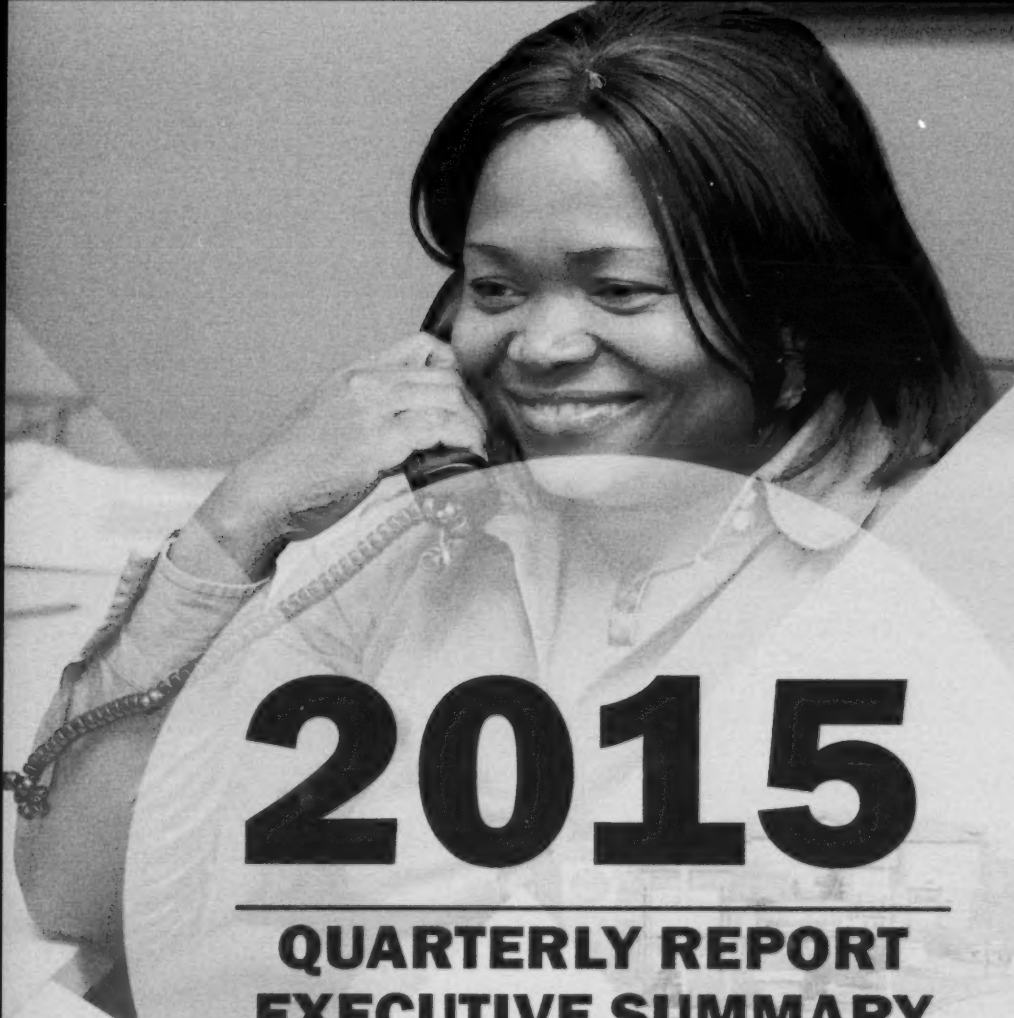




2015

QUARTERLY REPORT EXECUTIVE SUMMARY

SECOND QUARTER



2015 Quarterly Report – Second Quarter Executive Summary

The City of St. Albert 2015 Corporate Quarterly Report– Quarter Two is provided to meet Council's need for regular and formal communication from the City Manager. The report provides pertinent information on progress for the quarter ending June 30, 2015 related to City of St. Albert Strategic Plan approved by Council in February 2015 and is in Council Policy C-CG-02 City of St. Albert Strategic Plan.

The Financial Summary is also part of the Quarter Two Report and an online performance dashboard that can be accessed through the City's website or the following link:

[StATRACKER - Performance Dashboard - City of St. Albert](#)

Quarter Two Progress Update

The following section provides an overview of progress made in Quarter Two 2015 towards City of St. Albert Strategic Plan. For a more detailed progress update, please review the 2015 Quarterly Report – City of St. Albert Strategic Plan Project Status Update – Quarter Two.

Outcome: Cultivate Economic Prosperity

A diversified, robust and resilient economic foundation to support growth and community service delivery.

Quarter Two activities include:

- Three designs were developed and were presented to Council in January 2015. The three designs were presented to the various audiences, as a benchmark and to obtain input before concept is refined. Administration hosted a public open house on June. 16, 2015. All three concepts were available for viewing at the open house with City staff on hand to answer questions and collect feedback. All of the feedback collected will be presented to Council on September, 21, 2015.
- During June, Engineering students went from business to business in the downtown with a survey on angle parking. As well, intercept surveys were completed and people had an opportunity to fill out the angle parking survey online. In total, 713 responses were collected. The survey results, along with the feedback that was received through the open house and via telephone calls and emails will be analyzed. A report with recommendations will be presented to Council in Q3 2015.
- A Retail Symposium was developed for the downtown retailers and was planned for June presentation. It was developed with intention to help businesses attract attention to downtown retail. Insufficient registration caused it to be postponed to the Fall. The 2015 GenY CEO program is focused on programming events and

activities in the downtown over the summer with the expressed intention of attracting shoppers (and visitors) to the area in support of Shop Local.

- Feedback from Sturgeon County was requested by May 1, 2015 on two Off Site Levy Policies approved by Council. Sturgeon County confirmed they had no further input to Off-Site Levy Policy C-P&E-10. Debt sharing was deferred for exploration into Q4 2015 and will require substantial consultation with developers and local development stakeholders to ensure that the white paper reflects the necessary requirements within a debt sharing system.
- The City's Smart City Master Plan Steering Committee continued to progress in its work. In Q2, the Committee completed the public engagement plan and began the review of survey and focus group recommendations. Next, the Committee will focus on reviewing and finalizing the recommendations for the Master Plan. An update to Council on the Smart City Master Plan is scheduled for Q4 2015 with final Council consideration in February 2016. The Alberta Smart City Alliance also remains active and is planning to host a Smart City workshop at the September 2015 AUMA Convention and a major 2016 Alberta Smart Cities Symposium. Marketing for the Symposium will also connect to new member attraction efforts.

Outcome: Cultivate a Historic, Creative and Active Community

A vibrant and involved community with a variety of culture, recreation and heritage opportunities.

Quarter Two activities include:

- The New Facility Prioritization Assessment Model, designed to plan for all future capital needs of City services, expanded to include all City infrastructure. The model has been presented to Council a number of times and most recently Council approved the implementation of the community engagement plan that aims to obtain stakeholder input. The results and Administration's recommendations will be provided to Council in October 2015.
- A consultant has been appointed for the project and completed to date is the site and building condition assessments, review of pertinent information and the development of a conservation and restoration strategy. Included in the project is the replacement of existing basement and foundation, main floor joist reinforcement, window conservation/restoration, exterior wall conservation and restoration to match its appearance as it existed in the early 1930's, roof structure reinforcement and roofing material replacement. Consultant is presently finalizing detailed construction and contract documents. A Construction Manager has been appointed for the project and is preparing budget estimates to determine costs. It is expected that construction will begin around mid July to the latter part of July. A development permit has been approved and construction will likely not be completed until the end of November dependent on weather.
- Design for the Founders Walk Phase 2 is 90% completed. Public information session was held in June. Construction is scheduled for fall of 2015.

The site was selected for the Healing Garden portion of this project and a Blessing Ceremony was held. Initial concepts have been developed and are being revised with a suitable scope. A Community sub-committee is pursuing additional funding to support this project. It is anticipated that the Healing Garden portion on this project will be carried over into 2016.

- To advance review of civic space needs, Administration is conducting a detailed study of future civic staff full-time employee needs, with the detailed study planned to be completed by the end of 2015. At that time, Council will select a community advisory committee to aid in the review of the research and to evaluate options. The final recommendations are planned to be presented to Council by July 31, 2016. As well, Administration is preparing an alternate approach to meet long-term civic space needs. This approach will be presented to Council in Q3 2015 for discussion and decision.
- The design contract for the bike skills park was awarded to HOOTS. A design charrette was held on May 28 with concept design anticipated in early Q3 2015. Administration will provide Council with information on next steps including bylaw application by Q3 2015.

Outcome: Cultivate a Green Community

A healthy natural environment for future generations that preserves and promotes enjoyment, conservation and responsible development.

Quarter Two activities include:

- The Sturgeon River Watershed Alliance (SRWA) Steering Committee met in April and June to get updates on the Technical Advisory Committee (TAC) workplan and participate in information sessions. The information sessions included presentations from Alberta Environment and Parks on the new Wetland Policy guidelines, Ducks Unlimited on the benefits of wetlands, an update on the Alberta Land use Framework and AUMA presented on their work and policies related to watersheds. The TAC is proceeding with the work on the water quantity and water quality research projects but the funding for a Natural Areas Assessment was denied by the Community Partnership Grant Fund. The TAC will update the workplan with this information and investigate other funding opportunities for this study. The SRWA will be proceeding in partnership with the North Saskatchewan Watershed Alliance on a Sturgeon River Watershed focused education forum to be held on September 17, 2015 at the Enjoy Centre.
- Administration proceeded with the recommendation presented to Council in March and started planning for a public consultation for the proposed Water Conservation Bylaw based on Council's approved funding of \$7,000. Administration will provide the results of the public engagement to Council by August 31, 2015.
- Administration worked with Alberta Environment and Parks to develop a lease agreement for the placement of the air monitoring station at the approved Salisbury location. The installation of the air quality monitoring station is anticipated to be completed by Q4 2015.

- Work on the Greenhouse Gas Local Action Plan is focusing on the energy measurement and benchmarking for major City facilities in 2015. An Energy and Water Conservation Audit of major City facilities was initiated in May and a final report will be completed by Q4 2015. The report will provide information to propose a Facility Energy and Water Conservation Retrofit Capital Charter for consideration in the 2017-2020 budget.
- The Grey Nuns White Spruce Park Management Plan has been completed and the final timelines around the implementation are currently being developed. One naturalization planting was completed in Q2 2015. The Fortis Community Naturalization and TD Tree Planning Day grants were received by the City of St. Albert and will be used in conjunction with Natural Forest Week for a significant planting in the second half of 2015.

Outcome: Cultivate Excellence in Government

A responsive, accountable government that delivers value to the community.

Quarter Two activities include:

- Council approved the final community vision and pillars of sustainability presented by the Community Sustainability Committee on June 22, 2015. Administration was requested to provide Council, by September 28, 2015, with an implementation plan for the vision and pillars of sustainability including a Council policy, inclusion in the Municipal Development Plan and incorporation into existing community long-term plans and other related strategic documents.
- A draft "Strategic Framework: Alignment and Measurement" model was presented to Senior Leadership Team to provide a roadmap to enhance our existing strategic and operational planning, budgeting, management, evaluation, measurement and reporting process. These learnings will influence the development of a performance measurement policy to provide direction for the creation, alignment and reporting of performance measures across the organization.
- Administration continued the 2014-2015 Continuous Improvement Program and made progress on the following two remaining projects:
 - Administration has been exploring improved means to engage youth, trying to better understand how to improve engagement and what youth are wanting to be engaged on. Research has been undertaken around finding a web-based program to assist in facilitating more resident "polling" activities as well as some concepts for providing opportunities for topical conversations. Administration has determined that an update, dialog and further direction is required on this matter. A status report was presented to Council on April 13, 2015. Work is now progressing on a draft public engagement policy and associated coordinated program. A further report will be coming to Council in October 2015.
 - The project team continued to work with departments to finalize inventory of external services. The survey for the service levels benchmarking was sent out to participating municipalities for the following services: Police,

Transit, Residential Waste Management, Roadway Maintenance, Turf Maintenance and Urban Forestry Management. The benchmarking data was collected and the summary report was drafted. The final external services inventory and the benchmarking report will be presented to Council in September 2015.

- The Community Sustainability Committee including two members of Council and five members of the public, who have completed the final vision and pillars of sustainability which was based on over 15,000 comments from 6,000 residents. The Committee has provided direction to hire several local writers to take the final vision and to instill it with inspirational and emotive wording. The final report will be presented to Council for approval on June 22, 2015.

Outcome: Cultivate Sustainable Infrastructure and Services

A growing community that has balanced development and management of civic facilities, transportation networks and related services.

Quarter Two activities include:

- The Municipal Area Network Phase 1 design will be completed during 2015, which will include recommendations for business/ownership models, technology types (fibre optics, wireless, etc.), implementation steps, and engineering guidelines for new developments. An Internet bandwidth survey was conducted from April to June with 462 responses from residents and businesses. The resulting report will show Internet service levels in all areas of the City. The IT Services Department is working with Engineering to jointly improve the networking of traffic signals along the St. Albert trail using new fibre optic cable within existing (rehabilitated) conduit. The St. Anne street re-alignment project will result in new fibre optic conduit, which will make future installation of fibre optic cable possible without disturbing completed earthwork.
- The decision has been made by Council to cancel this program as of June 30, 2015. The last intake opportunity was June 30, 2015. All intakes are now closed and four submissions have been received. One will be presented to Council for decision in July, one applicant withdrew, one applicant was not compliant, and the fourth will be reviewed by the Capital Partnership Program Advisory Committee, and then presented to Council for decision in September 2015.
- Public consultation has been completed on the Villeneuve Road Study, with a recommendation on the roadway alignment and function brought forward to the public at a second open house on May 26, 2015. Further stakeholder and public input was received on this recommendation, which will be going forward to Council on August 17, 2015.
- The first public open house was held for the Transportation Master Plan on June 16, with additional consultation taking place online through to the end of June. Also, a second stakeholder meeting was held on May 28, 2015 to review Transportation Planning and Land Use Integration. Next steps for this project will be inclusive of further traffic modeling to represent current land use and future growth and capture the impacts to the road network system. There will be further

consultation to the public with a second Transportation Master Plan Open House on September 24, 2015 and there will be a third stakeholder meeting held on August 18, 2015. The Villeneuve Road recommendation will be brought forward to Council on August 17, with a recommendation for a non-statutory public hearing to be held on September 8, 2015. A draft report for the Transportation Master Plan is expected for November 30, 2015.

- Administration is currently evaluating and assessing the current City Sports field Replacement Program which will impact the number of fields and method of refurbishment that the City utilizes. Administration would recommend postponing any decision on additional fields until this evaluation is complete. Any update to this program will be presented in the 2017 Capital Budget Process.
- The new "refresh" program will be piloted for the Lorne Akins Field which has been delayed from the 2014 Sports field Refurbishment Plan to 2015 to allow for Administration to work with Paul Kane High School and Lorne Akins Junior High School to arrange alternate field use and explore additional options for field refurbishment based on field need, cost and user impacts. Lorne Akins field will be fenced through the second half of 2015 to allow for turf growth.
- Continuing with the second phase of the LRT into and through St. Albert project, the alignment of LRT tracks and infrastructure with the St. Albert Trail corridor that was approved in 2014 is being developed by the LRT project steering committee and their consultant. A recommended alignment was presented in public engagement meeting and in a meeting with the St. Albert Chamber of Commerce. Feedback received will be incorporated in a final report to be presented to Council in October 2015.
- The 2014 cutting program has been completed with 85 trees removed throughout the City. This will bring an end to the original 2001 listing of poplar trees. Additional trees are being monitored as they mature. Removals and replacements will occur as required consistent with all tree inventory.

Outcome: Cultivate A Safe, Healthy and Inclusive Community

A community that provides opportunities for everyone to realize their potential in a thinking, caring and connected way.

Quarter Two activities include:

- The 50+ Club Rehabilitation and Expansion project has been tendered and will close on July 23. The club building occupants, the 50+ Club programs and services will vacate on August 1. Fitness programming will occur at Cornerstone Hall, and the administrative staff, crafts, cards, etc. are planned to be located on the 3rd Floor in Grandin Mall. Project is planned for the first week in August and is expected to be completed within 12 to 18 months.
- A new draft Council policy on policing has been completed and is being reviewed internally. It was originally scheduled to be presented to Council on June 15, 2015; however, Council agreed to extend the deadline on this matter. It is now scheduled to be presented to Council on September 21, 2015.

Performance Indicators

The online StATRACKER Performance Dashboard (stalbert.ca/city-hall/statracker/) continues to provide residents with a collection of performance indicators as part of the City's overall efforts to increase transparency and inform residents of the overall performance of the City. This tool is reviewed on a regular basis and will continue to evolve as the City's performance measurement program matures.

The StATracker Performance Dashboard has been expanded in Quarter One to include indicators related to the City of St. Albert Strategic Plan. The purpose of these strategic indicators is to measure change over time in terms of progress toward (or away from) the community outcomes described within the City of St. Albert Strategic Plan. These indicators can be accessed under the "Strategic Plan" heading on the StATracker dashboard.

The online dashboard can be accessed on the City's website or via the following link: [StATRACKER - Performance Dashboard - City of St. Albert](#)

The following indicators were updated with new data in Quarter Two:

- Building Construction Value Per Quarter
- City Permanent Employee Retention Rate
- Criminal Code Incidents Per 1000 Capita Per Quarter
- Drop-in Program Participation per Quarter
- Landfill Diversion Rate
- New Business Licences per Quarter
- Registered Program Participation per Quarter
- Renovation Construction Value Per Quarter
- Rental and Programmed Hours at City Spaces
- Total Emergency Response Time
- Total Number of 911 Calls Received per Quarter
- Transit Commuter Ridership per Quarter
- Vehicle Injury Accidents per 1000 Capita per Quarter

For a more detailed progress update for Quarter Two projects and progress, access the 2014 Quarterly Report, City of St. Albert Strategic Plan Projects Status Update Report.

A black and white photograph of a woman with dark hair, smiling while holding a telephone receiver to her ear. She is wearing a light-colored button-down shirt. The background is slightly blurred, showing what appears to be an office or home setting with papers and a lamp.

2015

QUARTERLY REPORT
CITY OF ST. ALBERT STRATEGIC PLAN
PROJECTS STATUS UPDATE REPORT

SECOND QUARTER



**City of St. Albert Strategic Plan Projects Status Update Report
Quarter Two 2015**

Project Name	Project Description	Reference to Strategic Plan			2015				2016				2017		Status	Progress Update
		Outcome	Goal	Strategy	C1	C2	C3	C4	C1	C2	C3	C4				
Business Incubation Strategy	Work with NABI to further develop the business incubation strategy.	A. Cultivate Economic Prosperity	1. Create an attractive environment to do business in St. Albert that results in a diversified tax base.	1.4. Ensure the City of St. Albert supports expansion and attraction of desired business and industry through competitive policies, bylaws, taxes, infrastructure and services.												A small working group made up of members from the original committee continue to meet to push the incubation strategy forward. The incubation strategy will be presented to Council in Q4 2015.
Foreign Direct Investment	Foreign Direct Investment Initiative (former "Promote the Capital Region Export Alliance to expand Economic Development").	A. Cultivate Economic Prosperity	1. Create an attractive environment to do business in St. Albert that results in a diversified tax base.	1.4. Ensure the City of St. Albert supports expansion and attraction of desired business and industry through competitive policies, bylaws, taxes, infrastructure and services.												Planning to attend the SMART CITIES Conference in Barcelona, Spain in November is well underway. A significant component of the Trade Mission is being planned to focus on 'Mobility', as a theme for investment targeted businesses. This component of the mission is aimed to attract foreign businesses ready to enter the Canadian/Alberta market to have them consider St. Albert as the entry point.
Shop Local Concept	Help develop, support and promote the concept of Shop Local.	A. Cultivate Economic Prosperity	1. Create an attractive environment to do business in St. Albert that results in a diversified tax base.	1.4. Ensure the City of St. Albert supports expansion and attraction of desired business and industry through competitive policies, bylaws, taxes, infrastructure and services.												A Retail Symposium was developed for the downtown retailers and is planned for June presentation. It was developed with intention to help businesses attract attention to downtown retail. Insufficient registration caused it to be postponed to the Fall. The 2015 GenY CEO program is focused on programming events and activities in the downtown over the summer with the expressed intention of attracting shoppers (and visitors) to the area in support of Shop Local.
Downtown Pilot Projects (DARP)	Establish pilot projects to trial ideas for downtown improvements prior to permanently implementing them.	A. Cultivate Economic Prosperity	3. Foster business retention and expansion of local businesses	3.1. Retain and nurture expansion of existing local businesses and new local business start-ups.												During June, Engineering students went from business to business in the downtown with a survey on Angle Parking. As well, intercept surveys were completed and people had an opportunity to fill out the angle parking survey on-line. In total, 713 responses were collected during this time. The survey results, along with the feedback that was received through the open house and via telephone calls and emails will be analyzed. A report with recommendations will be presented to Council in Q3 2015.
Employment Lands Plan Framework	Develop a high level conceptual framework plan for development of employment lands.	A. Cultivate Economic Prosperity	1. Create an attractive environment to do business in St. Albert that results in a diversified tax base.	1.1. Ensure a 20-year supply of serviced and un-serviced non-residential land for commercial and targeted industrial/business expansion to maximize the city's strategic and/or economic advantage.												Three designs were developed and were presented to Council in January 2015. The three designs were presented to the various audiences, as a benchmark and to obtain input before concept is refined. Administration hosted a public open house on June 16, 2015. All three concepts were available for viewing at the open house with City staff on hand to answer questions and collect feedback. All of the feedback collected will be presented to Council on September 21, 2015.
Servicing Requirements for Growth	Explore front-end funding options for the servicing of lands for commercial and industrial development.	A. Cultivate Economic Prosperity	1. Create an attractive environment to do business in St. Albert that results in a diversified tax base.	1.1. Ensure a 20-year supply of serviced and un-serviced non-residential land for commercial and targeted industrial/business expansion to maximize the city's strategic and/or economic advantage.												Draft intermunicipal servicing was presented to Intermunicipal Advisory Committee (IAC) meeting in February. Report was finalized in June 2015 and IAC members discussed and referred the report back to Administration and the IAC for the Q3/Q4 IAC Meeting. The Off-site Levy Framework Policy and City Front End Prioritization Policy were approved by Council in January 2015. The Inter-municipal Utility Infrastructure Excess Capacity Policy was referred to the IAC meeting in February for discussion and feedback by April 1, 2015. Administration is also working with various developers to identify possible funding options for off-site levy infrastructure. During Q3 and Q4 2015, Administration will be working to provide recommendations for necessary policies or amendments to policies that are required to facilitate the front-end funding of growth infrastructure.

Project Name	Project Description	Reference to Strategic Plan			2015								2016				2017		Status	Progress Update
		Outcome	Goal	Strategy	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2		
Industrial Engineering Standards	Review and report on potential Industrial Engineering Standards that could be adopted in support of development of the employment lands.	A. Cultivate Economic Prosperity	1. Create an attractive environment to do business in St. Albert that results in a diversified tax base.	1.3. Promote business and industrial development that capitalizes on established and emerging industries within the Capital Region and the Alberta Industrial Heartland.																The project was deferred pending the results of the marketability and conceptual studies that are currently in progress.
Master Development Agreement Template Update	Revisions to agreement will align with changes made to Offsite Levy Bylaw 30/2013.	A. Cultivate Economic Prosperity	1. Create an attractive environment to do business in St. Albert that results in a diversified tax base.	1.1. Ensure a 20-year supply of serviced and un-serviced non-residential land for commercial and targeted industrial/business expansion to maximize the city's strategic and/or economic advantage.																Revised Development Agreement (DA) was brought to Council and public for comment in February 2015. Additional stakeholder engagement and feedback was received until March 27, 2015. Comments were incorporated and additional legal consultation was required in order to complete the last two requested sections within the DA. These will be released to UDI developers as well as new developers within the region for comments to be incorporated where possible into the revised DA, which will be brought back to Council for final approval in September 2015
Offsite Levy Policies	Policies will provide a consistent and transparent framework to encourage and support growth while ensuring infrastructure costs are allocated appropriately. Policies will provide direction on front ending, recoveries, debt sharing, and oversizing of infrastructure	A. Cultivate Economic Prosperity	2. Encourage a vibrant downtown core.	2.1 Encourage the growth of Downtown and ensure it remains the centre and heart of commercial, civic, human services, cultural, and residential activities of St. Albert through implementation of the Downtown Area Redevelopment Plan (DARP).																Feedback from Sturgeon County was requested by May 1, 2015 on two policies approved by Council. Sturgeon County confirmed they had no further input to Off-Site Levy Policy C-P&E-10. Debt Sharing was deferred for exploration into Q4 2015 and will require substantial consultation with developers and local development stakeholders to ensure that the white paper reflects the necessary requirements within a Debt Sharing system.
St. Anne Street Realignment	Realign St. Anne Street to provide greater versatility (pedestrian, cyclists, transit and vehicles) and allow for a better relationship with the riverfront.	A. Cultivate Economic Prosperity	2. Encourage a vibrant downtown core.	2.1 Encourage the growth of Downtown and ensure it remains the centre and heart of commercial, civic, human services, cultural, and residential activities of St. Albert through implementation of the Downtown Area Redevelopment Plan (DARP).																Construction of Phase 1 of St. Anne Realignment Stage 1, between Grandin Road and Tache Street, started in Q2 2015. This Stage will construct the St. Anne Promenade which fronts Millennium Park. Stage 2, which is the roundabout to connect the new St. Anne Promenade to the existing St. Anne Street, will commence upon completion of Stage 1.
Downtown Parking Technical Study/Action Plan	Develop a strategy to ensure effective provision and management of parking resources over time for Downtown.	A. Cultivate Economic Prosperity	3. Foster business retention and expansion of local businesses	3.1. Retain and nurture expansion of existing local businesses and new local business start-ups.																The plan was presented to Council. Administration will present to Committee Of the Whole on parking principles in Q3 or Q4 2015.
Downtown District update in LUB (DARP)	Update Downtown District in LUB to incorporate all of downtown.	A. Cultivate Economic Prosperity	3. Foster business retention and expansion of local businesses	3.1. Retain and nurture expansion of existing local businesses and new local business start-ups.																Delayed due to workload and increased number of current Planning Applications.
Events at Servus Place	Explore the feasibility of increasing the number of events held at Servus Place.	A. Cultivate Economic Prosperity	4. Promote current and future tourist attractions and events.	4.3. Maximize economic spin-offs from community events and attractions to facilitate increased visitor spending in St. Albert and encourage residents to participate in local events and spend in the community.																Administration is currently analyzing the historical and potential future event opportunities and business practices at Servus Place. A report will be submitted to Council by Q4 2015.

Project Name	Project Description	Reference to Strategic Plan			2015				2016				2017	2018	Status	Progress Update
		Outcome	Goal	Strategy	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4				
Smart City Master Plan Development and Alberta Smart City Alliance	Support the Smart City Master Plan and Alberta Smart City Alliance to foster increased efficiencies and capacity through serving as a living lab for innovative and cutting-edge municipal technology solutions.	A. Cultivate Economic Prosperity	1. Create an attractive environment to do business in St. Albert that results in a diversified tax base.	1.2. Attract new business in targeted commercial sectors and support appropriate growth throughout the community and the Highway 2 corridor.												The City's Smart City Master Plan Steering Committee continued to progress in its work. In Q2, the Committee completed the public engagement plan and began the review of survey and focus group recommendations. Next, the Committee will focus on reviewing and finalizing the recommendations for the Master Plan. An update to Council on the Smart City Master Plan is scheduled for Q4 2015 with final Council consideration in February 2016. The Alberta Smart City Alliance also remains active and is planning to host a Smart City workshop at the September 2015 AUMA Convention and a major 2016 Alberta Smart Cities Symposium. Marketing for the Symposium will also connect to new member attraction efforts.
Phase Two Restoration - Cunningham and Hogan Houses, Brosseau Granary	The Phase 2 restoration of the historic Cunningham and Hogan houses at the Heritage Sites.	B. Cultivate a Historic, Creative and Active Community	1. Respond to the needs of a growing community	1.1. Ensure that the provision of civic facilities, parks and open spaces is responsive to demographic, cultural, leisure and protective services trends.												<u>Heritage Site Phase 2A</u> After an environmental investigation was completed on the Cunningham and Hogan Houses it was confirmed that a Hazardous Waste Abatement clean up was required. A contract was awarded and the abatement has been completed. A Consultant has been retained, for Phase 2A, to prepare the construction drawings for the conservation and stabilization of the two houses, the actual construction component is being handled through the hiring of a Construction Manager. The Brosseau Granary, Cunningham House and Hogan House have been relocated to a temporary location to facilitate work on the basement foundations of the Hogan and Cunningham Houses. Basement foundation construction and relocation of the Hogan and Cunningham Houses to their new foundations is expected to be completed by the end of July to mid August. Reconstruction of the Hogan House kitchen, veranda, new roofing and siding will follow with an expected completion of November. The Cunningham House stucco repairs and new roofing will follow the same schedule. Interior refurbishment to both houses will follow this but is dependent on weather and services to heat the house for winter construction. It is possible that this work may need to be deferred to the spring of 2016. <u>Heritage Site Phase 2B</u> The Consultant has been appointed and has completed, with the approval of the City, the final concept plan of the Heritage Site. They are also presently preparing construction drawings and are at the 50% completion stage. Anticipated 100% completion of drawings by end of July with tender and construction to begin in August. Completion likely to carry over to 2016.
Juneau House	Restoration and structural repair of Juneau House	B. Cultivate a Historic, Creative and Active Community	1. Respond to the needs of a growing community	1.1. Ensure that the provision of civic facilities, parks and open spaces is responsive to demographic, cultural, leisure and protective services trends.												A consultant has been appointed for the project and completed to date is the site and building condition assessments, review pertinent information and the development of a conservation and restoration strategy. Included in the project is the replacement of existing basement and foundation, main floor joist reinforcement, window conservation/restoration, exterior wall conservation and restoration to match its appearance as it existed in the early 1930's, roof structure reinforcement and roofing material replacement. Consultant is presently finalizing detailed construction and contract documents. A Construction Manager has been appointed for the project and is presently preparing budget estimates to determine costs. It is expected that construction will begin around mid July to the latter part of July. A development permit has been approved and construction will likely not be completed until the end of November dependant on weather.
Cultural Walk/Wall of Fame	Establish a cultural walk/wall of fame to recognize individuals or groups who have made a significant contribution to St. Albert's cultural community.	B. Cultivate a Historic, Creative and Active Community	1. Respond to the needs of a growing community	1.1. Ensure that the provision of civic facilities, parks and open spaces is responsive to demographic, cultural, leisure and protective services trends.												Installation of the Wall and the unveiling of the initial inductees will coincide with Alberta Culture Days in September 2015. An artist has been selected and work on structure is underway.
Phase Two - Founders' Walk	Continue with Phase 2 of the Founder's Walk.	B. Cultivate a Historic, Creative and Active Community	1. Respond to the needs of a growing community	1.1. Ensure that the provision of civic facilities, parks and open spaces is responsive to demographic, cultural, leisure and protective services trends.												Public information session was held in June. Construction is scheduled for fall of 2015. A site was selected for the Healing Garden portion of this project and a Blessing Ceremony was held. Initial concepts have been developed and are being revised with a suitable scope. A Community Sub Committee is pursuing additional funding to support this project. It is anticipated that the Healing Garden portion on this project will be carried over into 2016. Design for the Founders Walk Phase 2 are 90% completed.
Community Consultation- Potential Performing Arts Centre	Provide advice and consultation to the community regarding the development of a new performing arts centre.	B. Cultivate a Historic, Creative and Active Community	1. Respond to the needs of a growing community	1.1. Ensure that the provision of civic facilities, parks and open spaces is responsive to demographic, cultural, leisure and protective services trends.												On hold pending further Council direction.

Project Name	Project Description	Reference to Strategic Plan			2015				2016				2017		Status	Progress Update
		Outcome	Goal	Strategy	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4				
St. Albert Place Wayfinding and Signage	St. Albert Place Interior wayfinding and entrance augmentation to improve public wayfinding and communication displays.	B. Cultivate a Historic, Creative and Active Community	1. Respond to the needs of a growing community	1.1. Ensure that the provision of civic facilities, parks and open spaces is responsive to demographic, cultural, leisure and protective services trends.												The Arden Theatre augmentations are complete with new entrance signage and carpeting. The digital kiosk portion of this project is currently still in the design phase with expected installation in Q3 2015.
Civic Space Needs	A detailed study of the current and forecasted civic staff needs, as the community continues to grow. Also tied to it is exploration of various build options to meet current and future needs.	B. Cultivate a Historic, Creative and Active Community	1. Respond to the needs of a growing community	1.1. Ensure that the provision of civic facilities, parks and open spaces is responsive to demographic, cultural, leisure and protective services trends.												The detailed study of future Civic Staff full time employee needs is in progress, with the detailed study planned to be completed by the end of 2015. At this time Council will select a community advisory committee to aid in the review of the research and to evaluate options. The final recommendations are planned to be presented to Council by July 31, 2016. As well, Administration is preparing an alternate approach to meeting the long-term civic space needs. This approach will be presented to Council in Q3 2015 for discussion and decision.
New Facility Prioritization Assessment Model (Action Plan for expansion of recreational facilities)	Implement an action plan to determine time and population triggers to expand recreational facilities with supporting cost estimates.	B. Cultivate a Historic, Creative and Active Community	1. Respond to the needs of a growing community	1.1. Ensure that the provision of civic facilities, parks and open spaces is responsive to demographic, cultural, leisure and protective services trends.												This project has expanded to include all city infrastructure and is now part of the New Facility Prioritization Assessment Model. The Model has been discussed with Council several times, and most recently Council approved the implementation of the Community Engagement Plan that aims at obtaining residents' input. The results and Administrative recommendations are planned to be provided back to Council in October 2015.
Grosvenor Pool	Explore opportunities to increase the usage of Grosvenor Pool.	B. Cultivate a Historic, Creative and Active Community	1. Respond to the needs of a growing community	1.1. Ensure that the provision of civic facilities, parks and open spaces is responsive to demographic, cultural, leisure and protective services trends.												The second phase of analysis of the Grosvenor Outdoor Pool operating model and utilization is currently underway as per Council direction. The report will be complete by Q4 2015.
Campbell Dog Friendly Park	A capital project has been approved to design and construct a second city wide dog friendly park within the Campbell dry storm pond to the east of Servus Place.	B. Cultivate a Historic, Creative and Active Community	1. Respond to the needs of a growing community	1.1. Ensure that the provision of civic facilities, parks and open spaces is responsive to demographic, cultural, leisure and protective services trends.												Park construction is completed and under warranty.
Erin Ridge Trail	Design, public consultation and construction of the continuation of the multi use trail system within the Erin Ridge subdivision.	B. Cultivate a Historic, Creative and Active Community	1. Respond to the needs of a growing community	1.1. Ensure that the provision of civic facilities, parks and open spaces is responsive to demographic, cultural, leisure and protective services trends.												Construction is substantially complete. Minor work is still outstanding. Will be completed in Q3.
North Ridge Park	Construction of the soccer field, outdoor rink and parking lot in Natalia Park based on the 2010 North Ridge Park Master Plan.	B. Cultivate a Historic, Creative and Active Community	1. Respond to the needs of a growing community	1.1. Ensure that the provision of civic facilities, parks and open spaces is responsive to demographic, cultural, leisure and protective services trends.												Design contract was awarded and the start up meeting has been held. An information night for residents was held on June 23 which included a presentation from Administration and an opportunity for comments. There were 18 attendees to the event and feedback was positive.

Project Name	Project Description	Reference to Strategic Plan			2015				2016				2017	2018	Status	Progress Update
		Outcome	Goal	Strategy	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4				
Bike Skills Park	Work with the community to design and construct a Bike Skills Park.	B. Cultivate a Historic, Creative and Active Community	1. Respond to the needs of a growing community	1.1. Ensure that the provision of civic facilities, parks and open spaces is responsive to demographic, cultural, leisure and protective services trends.												The design contract was awarded to HOOTS. A design charrette was held on May 28 with concept design anticipated in early Q3 2015. Administration will provide Council with information on next steps including bylaw application by Q3 2015.
Lacombe Park West Master Plan	Development of a Plan that will address the undeveloped municipal reserve land in the Lacombe Park neighbourhood. The Plan will guide the development of parks, trails and recreation amenities.	B. Cultivate a Historic, Creative and Active Community	2. Partner with the Arts and Heritage Foundation to encourage the retention and preservation of unique physical heritage assets.	2.2. Identify, evaluate, manage and commemorate significant historical resources that illustrate the broad range of St. Albert's heritage values.												This project is now complete.
Lacombe Park West Construction	Construction of the park, trail and recreation amenities in Lafleur Park and Levesque Park based on the 2014 Lacombe Park(West) Master Plan.	B. Cultivate a Historic, Creative and Active Community	1. Respond to the needs of a growing community	1.1. Ensure that the provision of civic facilities, parks and open spaces is responsive to demographic, cultural, leisure and protective services trends.												Construction contract was awarded. The start up meeting and open houses were held in May. Construction began in June with an estimated completion in Q4 2015.
Lois Hole Provincial Park	Liaison with Alberta Tourism to ensure City departments are informed of any capital projects at Lois Hole park to ensure appropriate review and permits are obtained in addition to exploring possible partnership opportunities.	B. Cultivate a Historic, Creative and Active Community	4. Ensure that all residents are able to access a broad spectrum of recreational activities.	4.3. Explore public / private partnerships for the delivery of recreational services and support community groups in integrating recreation and sport tourism into their programming.												The Province confirmed that 2015 funding has been secured for the right hand turn lane into the parking lot off Ray Gibbon Drive. Contract has been awarded and the Province is working with the City on permits, lights, etc. Four new wayfinding signs and an update to four existing wayfinding signs have been proposed. Anticipated completion in late Q3/early Q4.
Riel Park Phase 5 - Design and Construction and Amenities Building	Completion of the Riel Park facility enhancements including trail development and landscaping and paving of the multi-use parking lot and bus turn around and completion of the Riel Park facility enhancements including design and construction of the amenities building.	B. Cultivate a Historic, Creative and Active Community	1. Respond to the needs of a growing community	1.1. Ensure that the provision of civic facilities, parks and open spaces is responsive to demographic, cultural, leisure and protective services trends.												Contract award is pending with start up meeting anticipated in early Q3 2015. Public consultation is anticipated to be carried out in Q4 2015.
State of the Sturgeon River Watershed Report	Following recommendation from the report, the purpose of this project is to work with the region and establish an inter-municipal taskforce/technical committee to harmonize inter-municipal plans, bylaws and policies related to watershed management issues.	C. Cultivate a Green Community	2. The City will be a leader in environmental stewardship.	2.2. Employ corporate environmental management systems to ensure compliance with all relevant environmental legislation and regulations and to minimize environmental impacts from City operations.												The Sturgeon River Watershed Alliance (SRWA) Steering Committee met in April and June to get updates on the Technical Advisory Committee (TAC) workplan and participate in information sessions. The information sessions included presentations from Alberta Environment and Parks on the new Wetland Policy guidelines, Ducks Unlimited on the benefits of wetlands, an update on the Alberta Land Use Framework and AUMA presented on their work and policies related to watersheds. The TAC is proceeding with the work on the water quantity and water quality research projects but the funding for a Natural Areas Assessment was denied by the Community Partnership Grant Fund. The TAC will update the workplan with this information and investigate other funding opportunities for this study. The SRWA will be proceeding in partnership with the North Saskatchewan Watershed Alliance on a Sturgeon River Watershed focused education forum to be held on September 17th at the Enjoy Centre.
Environmental Monitoring and Remediation - Former Public Works Yard at 7 Riel Drive	Implement the former Public Works yard remediation program to remove salt contaminated soil and reduce environmental risk to the Sturgeon River.	C. Cultivate a Green Community	2. The City will be a leader in environmental stewardship.	2.3. Promote sustainable and low impact development within the community.												The contractor prepared a draft report summarizing the remediation work completed in 2014 including pre and post soil sampling results and this report will be finalized for submission to the regulators by Q3 2015. Annual groundwater monitoring will continue indefinitely and is conducted in November of each year.

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		Outcome	Goal	Strategy	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4				
Water Conservation Bylaw	Develop a Water Conservation Bylaw that will require new residential or commercial development or major renovations to obtain a permit to install low-flow water fixtures in an attempt to meet City's target for reducing water consumption.	C. Cultivate a Green Community	2. The City will be a leader in environmental stewardship.	2.2. Employ corporate environmental management systems to ensure compliance with all relevant environmental legislation and regulations and to minimize environmental impacts from City operations.												Administration proceeded with the recommendation presented to Council in March and started planning for a public consultation for the proposed Water Conservation Bylaw based on Council's approved funding of 7,000. Administration will provide the results of the public engagement to Council by August 31, 2015.
Air Quality Monitoring Station	Install the air quality monitoring station to provide long-term baseline information on the city's air quality.	C. Cultivate a Green Community	3. Reduce solid waste generation.	3.2. Educate the community, including schools and businesses, on solid waste management principles through targeted programs and events.												Administration worked with Alberta Environment and Parks to develop a lease agreement for the placement of the air monitoring station at the approved Salisbury location. The installation of the air quality monitoring station is anticipated to be completed by Q4 2015.
Green Gas Local Action Plan	Complete the Greenhouse Gas Local Action Plan to assist in reducing energy consumption and greenhouse gas (GHG) emission for the City, its residents and businesses.	C. Cultivate a Green Community	3. Reduce solid waste generation.	3.2. Educate the community, including schools and businesses, on solid waste management principles through targeted programs and events.												Work on the Greenhouse Gas Local Action Plan is focussing on the energy measurement and benchmarking for major City facilities in 2015. An Energy and Water Conservation Audit of major City facilities was initiated in May and a final report will be completed by Q4 2015. The report will provide information to propose a Facility Energy and Water Conservation Retrofit Capital Charter for consideration in the 2017-2020 budget.
Green Energy Generation	Support green energy generation (e.g. solar and/or geo thermal).	C. Cultivate a Green Community	3. Reduce solid waste generation.	3.2. Educate the community, including schools and businesses, on solid waste management principles through targeted programs and events.												As part of the Energy and Water Conservation Audit of major City facilities there will be a review of potential green energy (i.e. Solar, geothermal, etc.) opportunities for the recommended retrofits for existing City facilities.
Sedimentation and Erosion Control Plan	Complete the Sedimentation and Erosion Control Plan to reduce the accumulation of sediments in the Sturgeon River. The 10-year Capital Plan identifies eight high priority outfall locations for retrofits to control sediment entering the Sturgeon River. Two outfalls have been completed since 2010. In 2015, the project will be reassessed and updates to timelines and budget will be recommended, if necessary.	C. Cultivate a Green Community	4. Preserve and manage trees, parks and natural areas	4.2. Educate the community on the protection and management of trees, parks and natural areas through a variety of programs and events.												Final landscaping and finishing at Outfall #7 (Children's Bridge) was delayed but will be completed by Q3 2015. Administration assessed the success of the program to date and provided an updated capital charter for consideration in the 2016 - 2018 budget.
Ray Gibbon Drive Environmental Approval Monitoring	Annual monitoring of Riel Marsh, Riel Constructed Wetlands and Wildlife Movement Impacts as per RGD Approval requirements.	C. Cultivate a Green Community	4. Preserve and manage trees, parks and natural areas	4.1. Support existing policies and programs to protect and manage the City's trees, parks and natural areas.												Monitoring will continue until 2018 with a final report submitted to Department of Fisheries and Oceans.
Natural Areas Assessment Plan	Implement the Natural Areas Assessment Plan and develop natural areas policy.	C. Cultivate a Green Community	4. Preserve and manage trees, parks and natural areas	4.1. Support existing policies and programs to protect and manage the City's trees, parks and natural areas.												The Natural Areas Assessment project will be conducting field work between May and October and a final report will be drafted by Q4 2015. Recommendations on a natural area policy will be included in the report.

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		Outcome	Goal	Strategy	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4				
Environmental Monitoring and Remediation - Riel Park redevelopment of former landfill	Remediation and monitoring requirements as per Environment Canada Inspector's Direction issued to the City in 2004 and updated in 2007, as well as Alberta Environment Code of Practice for Landfills. Capping and grading of former landfill at Riel park completed from 2007 - 2013. A Landfill Closure Plan and Final Report is required by March 31, 2015 as per Environment Canada Inspector's Direction. Annual monitoring will be required for a minimum of 25 years.	C. Cultivate a Green Community	2. The City will be a leader in environmental stewardship.	2.2. Employ corporate environmental management systems to ensure compliance with all relevant environmental legislation and regulations and to minimize environmental impacts from City operations.												Administration completed the final report that was submitted to the Alberta Environment and Parks on March 20 and accepted on April 2, 2015. Annual water quality monitoring will continue indefinitely until contaminants of concern meet the applicable environmental guidelines. A presentation to Council summarizing the Riel Redevelopment Project, including landfill remediation will be presented to Council in Q3 2015.
LED Street Light Pilot Project	Pilot light emitting diodes (LED) streetlights to improve energy efficiency within the community.	C. Cultivate a Green Community	2. The City will be a leader in environmental stewardship.	2.3. Promote sustainable and low impact development within the community.												Administration received cost quotation from Fortis Alberta Inc. to retrofit existing sample pilot of streetlamps to LED type fixtures within a roadway in Northridge. This pilot location is not being pursued at this time as the return on investment exceeds 35 years, based on present day retail power rates and is unfavourable being beyond the life expectancy of the fixtures. Administration also acquired a quotation from Fortis for a 'bulb only' retrofit to LED in the downtown area as an alternative LED pilot location however; it has been realized that it will be more cost favourable in considering this retrofit in 2016 when the bulbs are due for replacement by Fortis. A memo to Council was prepared addressing LED Street Lights. This project is now complete.
Parks and Open Space Guidelines	Update the 1994 Parks & Open Space Guidelines document to align with current and future vision of Parks and Open Spaces in the City of St. Albert	C. Cultivate a Green Community	4. Preserve and manage trees, parks and natural areas	4.1. Support existing policies and programs to protect and manage the City's trees, parks and natural areas.												Work on review of the Parks and Open Space Guidelines has begun with review and update of elements within the document underway.
Grey Nuns White Spruce Park Management Plan	Management Plan is being created to ensure long term sustainability and direction for overall park management of the forest and park area, management of the people (users) and management of the education and awareness.	C. Cultivate a Green Community	6. Reduce the release of pollutants into the air, land and water	6.1. Manage air quality through participation with Alberta Capital Airshed, establishing an air quality monitoring station and establishing a baseline of air quality conditions that can be shared with the community.												The Grey Nuns White Spruce Park Management Plan has been completed and the final timelines around the implementation are currently being developed. One naturalization planting was completed in Q2. The Fortis Community Naturalization and TD Tree Planning Day grants were received by the City of St. Albert and will be used in conjunction with Natural Forest Week for a significant planting in the second half of 2015.
Organic Waste Collection at City Owned Facilities	Coordinate organic waste collection at City owned facilities.	C. Cultivate a Green Community	3. Reduce solid waste generation.	3.1. Reduce solid waste generation through participation in the Alberta Capital Region Integrated Waste Management Plan and implementation of the Solid Waste Management Plan Review.												No update for Q2.
Organic Collection Expansion	Expand the organic collections program, offer to include St. Albert elementary schools and identify other viable opportunities for enrolment.	C. Cultivate a Green Community	3. Reduce solid waste generation.	3.1. Reduce solid waste generation through participation in the Alberta Capital Region Integrated Waste Management Plan and implementation of the Solid Waste Management Plan Review.												No Update for Q2. Program progress will be updated in Q3.
Commercial Recycling Program	Support local businesses to develop commercial recycling programs.	C. Cultivate a Green Community	3. Reduce solid waste generation.	3.1. Reduce solid waste generation through participation in the Alberta Capital Region Integrated Waste Management Plan and implementation of the Solid Waste Management Plan Review.												No update for Q2 2015. City staff will provide assistance and alternatives to help businesses acquire and partake in recycling options for their business needs.

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		Outcome	Goal	Strategy	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4				
St. Albert/Sturgeon County Intermunicipal Affairs Committee (IAC) - Intermunicipal Project Work	Council has committed to working collaboratively with Sturgeon County, and to developing work plans to address key intermunicipal priorities.	D. Cultivate Excellence in Government	1. Create an attractive environment to do business in St. Albert that results in a diversified tax base.	1.1. Ensure a 20-year supply of serviced and un-serviced non-residential land for commercial and targeted industrial/business expansion to maximize the city's strategic and/or economic advantage.												A draft Joint Infrastructure Review Study was presented to the Inter-municipal Affairs Committee (IAC) in February 2015 and received as information by both Sturgeon County Council and the City of St. Albert Council. It is a conceptual document, 60 years out, that is intended to guide future joint infrastructure projects between both municipalities. The document is being further refined and will go back to IAC in Q3.
Government Relations Program - Development of a Provincial Advocacy Strategy	To identify priorities and ensure efforts are maximized in order to have an impact and to influence decisions with the Government of Alberta.	D. Cultivate Excellence in Government	1. Create an attractive environment to do business in St. Albert that results in a diversified tax base.	1.1. Ensure a 20-year supply of serviced and un-serviced non-residential land for commercial and targeted industrial/business expansion to maximize the city's strategic and/or economic advantage.												Work has begun on each of the 22 advocacy initiatives through outreach with government officials and community members. Council will review advocacy priorities in August 2015.
CRB Growth Plan Update	Actively participate in the Capital Region Board (CRB) Growth Plan update.	D. Cultivate Excellence in Government	1. Create an attractive environment to do business in St. Albert that results in a diversified tax base.	1.1. Ensure a 20-year supply of serviced and un-serviced non-residential land for commercial and targeted industrial/business expansion to maximize the city's strategic and/or economic advantage.												Administration representative has been attending all the Growth Plan Update Task Force meetings and providing ongoing updates to Senior Leadership Team. There have been no administrative committee meetings. Preferred Growth Plan Scenarios are being developed. A request to the Province of Alberta for a time extension and further resources has been made in Q2.
Continuous Improvement Project 2014 Public Communication, Consultation and Engagement	Review, assess and implement public engagement online tools for the City. Explore opportunities to more effectively utilize social media to engage and communicate with residents. Create more opportunities for more youth to provide input on the direction of the community.	D. Cultivate Excellence in Government	1. Strive to become a leader in analytics to enhance decision making.	1.1. Utilize analytics in support of evidence-based decision making to enhance service delivery to residents.												Administration has been exploring improved means to engage youth, trying to better understand how to improve engagement and what youth are wanting to be engaged on. Research has been undertaken around finding a web-based program to assist in facilitating more resident "polling" activities as well as some concepts for providing opportunities for topical conversations. Administration has determined that an update, dialog and further direction is required on this matter. A status report was presented to Council on April 13, 2015. Work is now progressing on a draft Public Engagement policy and associated coordinated program. A further report will be coming to Council in October 2015.
Contaminated Sites Assessment Financial Liability Policy Requirement	Assessment of all City owned contaminated sites to determine remediation plans in respect to the 2012 Audit recommendations.	D. Cultivate Excellence in Government	4. Maintain fiscal responsibility and transparency.	4.1. Provide prudent fiduciary oversight of the City's finances in an open and transparent manner, through the use of strong internal controls.												Administration requested additional funding from Council on April 7th to conduct further investigations on three of the properties to refine the cost estimates and provide them to Finance to meet the Environmental Liabilities requirement for 2015. Investigations will be conducted between May and October and the new information used to update the environmental liability estimates.
E-Purchasing Cards	Implement e-purchasing card to streamline the payment process and tighten controls in expenditures.	D. Cultivate Excellence in Government	3. Maintain the City of St. Albert as an employer of choice.	3.1. Develop strategies to attract, retain and nurture employees to enhance the City's ability to compete with external organizations for talent.												Pilot testing has been rolled out to 31 cardholders in 5 departments. Due to complexities and challenges with the BMO web portal continued department rollouts have been put on hold until the Agresso upgrade is completed and workflow implemented to make this process more efficient and less labour intensive.
Fiscal Responsibility and Accountability	Explore options to increase fiscal responsibility and accountability within government.	D. Cultivate Excellence in Government	3. Maintain the City of St. Albert as an employer of choice.	3.1. Develop strategies to attract, retain and nurture employees to enhance the City's ability to compete with external organizations for talent.												Agresso upgrade project is in the testing and training phase. It is on schedule and the "go live" is expected to be in Q3 2015 (September). Investigation and implementation of additional value added modules is commencing simultaneously with the upgrade.
Electricity and Natural Gas Contract	Negotiate and select a vendor to supply natural gas and electricity to maximize savings and stabilize costs.	D. Cultivate Excellence in Government	4. Maintain fiscal responsibility and transparency.	4.1. Provide prudent fiduciary oversight of the City's finances in an open and transparent manner, through the use of strong internal controls.												Electricity costs through May 2015 total \$1,562 million which is about 9.9% under budget. Natural gas costs through May 2015 total \$324 thousand which is about 5.5% under budget. The City is now in the process of tendering energy contracts in 2015 to address current arrangements that expire at the end of this year.

Project Name	Project Description	Reference to Strategic Plan			2015				2016				2017	2018	Status	Progress Update
		Outcome	Goal	Strategy	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4				
Franchise Fee Agreement	Review and analyze changes to the Electricity and Natural Gas Franchise Agreement, explore alternate sources of revenue in order to minimize tax increase.	D. Cultivate Excellence in Government	4. Maintain fiscal responsibility and transparency.	4.1. Provide prudent fiduciary oversight of the City's finances in an open and transparent manner, through the use of strong internal controls.												Franchise fee rates are remaining at current levels for the remainder of 2014 and 2015 with electricity at 0% and natural gas at 18.8%. There are no plans currently in place to alter these rates. AUMA has negotiated a new electric franchise agreement template with utility providers. Plans are in place to update the City's current agreement with the new agreement template. The agreement has been circulated through the City and some changes have been recommended. The new agreement is scheduled to be presented to Council in Q3 2015 in the form of an updated Electric Franchise Agreement bylaw.
Inclusive Hiring Policy	Develop an inclusive hiring policy for the City as per Council motion.	D. Cultivate Excellence in Government	4. Maintain fiscal responsibility and transparency.	4.1. Provide prudent fiduciary oversight of the City's finances in an open and transparent manner, through the use of strong internal controls.												An inclusive hiring strategy was approved by Council in Q2 2015. HR will proceed with the implementation strategy. A project charter for a facility access assessment is included in the 2016 budget presentation (in conjunction with a Planning assessment initiative).
Review Salary Administration Policy and Process	Review and update policy to explore salary survey comparators and process.	D. Cultivate Excellence in Government	4. Maintain fiscal responsibility and transparency.	4.1. Provide prudent fiduciary oversight of the City's finances in an open and transparent manner, through the use of strong internal controls.												Policy is being drafted. A revised policy will be presented to Council in Q4 2015.
Benefits Program Provider Review	Tender the employee benefits program for quotes from a variety of vendors to ensure that the City is receiving the best value for the investment for the benefit premiums paid.	D. Cultivate Excellence in Government	4. Maintain fiscal responsibility and transparency.	4.2. Establish a robust series of financial policies that support a long-term sustainable, financially responsible and affordable community for the residents of St. Albert.												The Business Case for consulting support to conduct a benefit review was unfunded. This work will be done as part of the Talent Management Strategy project and will be done as part of the total compensation review strategy that is scheduled for 2016. Administration will be presenting a business case to address benefits program review component of the Talent Management strategy.
Collective Bargaining with IAFF 2130	Report to Council and request a bargaining mandate.	D. Cultivate Excellence in Government	4. Maintain fiscal responsibility and transparency.	4.2. Establish a robust series of financial policies that support a long-term sustainable, financially responsible and affordable community for the residents of St. Albert.												Negotiations are continuing throughout the fall of 2015.
HR Organizational Restructure and Philosophy Alignment	Building a foundation - develop an HR model and structure that can support the success of the organization. Introduce a Business Partnership Model and introduce a strategic human resource business partnership model that is aligned to the organization.	D. Cultivate Excellence in Government	4. Maintain fiscal responsibility and transparency.	4.2. Establish a robust series of financial policies that support a long-term sustainable, financially responsible and affordable community for the residents of St. Albert.												Building a foundation and aligning operational services as well as the implementation of a new service philosophy structure in Human Resources. Q4 2015 completion plan.
Open Data Administrative Policy	Develop a policy for Open Data	D. Cultivate Excellence in Government	1. Strive to become a leader in analytics to enhance decision making.	1.3. Support open government to increase the transparency and accessibility of municipal information, promote economic opportunity and empower the community to become more involved in municipal government.												The Open Data administrative directive was presented to Senior Leadership Team on 23 June and the revised version is awaiting final approval. The Geographical Information Systems Branch of the IT Services Department received training on the open data portal software, which is included in the City's enterprise GIS software license. Liaison has taken place with the City of Edmonton, County of Strathcona, Capital Region Board, and other communities to determine best practices and identify areas of future cooperation. The open data program is on track for launch during 2016 with initial data sets.
Agenda Management Software	Implementation of software to facilitate more efficient processes for agenda report and Council meeting agenda development and distribution as well as management of workflows and tracking of actions resulting from Council Meeting decisions.	D. Cultivate Excellence in Government	5. Develop strong working relationships with regional, provincial and federal partners.	5.1. Develop strong working relationships with Sturgeon County and other neighbouring municipalities, public and private interests in the Capital Region.												Contract was awarded and the project was delayed due to staff re-assigned to the by-election. The new target is to implement the Agenda Management Software System by Q3 2015.

Project Name	Project Description	Reference to Strategic Plan			2015				2016				Status	Progress Update
		Outcome	Goal	Strategy	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
Census 2016	Conduct Municipal Census in April 2016	D. Cultivate Excellence in Government	1. Strive to become a leader in analytics to enhance decision making.	1.1. Utilize analytics in support of evidence-based decision making to enhance service delivery to residents.										Work continues on planning for Census 2016.
Corporate Policy and Bylaw Review	Develop a work plan to review and update as necessary 81 Council policies.	D. Cultivate Excellence in Government	5. Develop strong working relationships with regional, provincial and federal partners.	5.2. Research government organizations that are recognized for their leadership in municipal government and identify best practices to enhance municipal operations.										A framework for governance and policy was presented to Senior Leadership Team and their input was received. The policy will be presented to Council on August 17, 2015. Administration will proceed with finalizing schedule for policy review that will be used in the future to ensure policies and bylaws are kept up to date and that they conform with the established standards of the framework.
Election 2017	Prepare for and conduct 2017 Election	D. Cultivate Excellence in Government	2. Engage the community to incorporate resident input and improve decision making.	2.3. Improve access, remove barriers and provide opportunities for the community to get involved in the democratic process.										Administration prepared a response to Information Request 131.2014 regarding making improvements to voter turnout which was presented to Council in Q2 2015.
Capital Project Management Policy Update	Update the policy to reflect changes to public sector accounting standards, best practices in project management processes and changes to the City's organizational structure.	D. Cultivate Excellence in Government	1. Strive to become a leader in analytics to enhance decision making.	1.2. Support the development of key measurable goals for each City department and division to monitor the health of the organization and progress towards achieving the community's vision.										Project has commenced and draft updates will be brought forward to Council in Q3 2015.
Population Forecast Model Update	Update model with 2014 census data and develop report.	D. Cultivate Excellence in Government	5. Develop strong working relationships with regional, provincial and federal partners.	5.1. Develop strong working relationships with Sturgeon County and other neighbouring municipalities, public and private interests in the Capital Region.										Final report was completed.
Snow & Ice Control Policy	A review and benchmarking of snow operations was approved by Council. Recommendations from the report will be presented to Council in Q2.	D. Cultivate Excellence in Government	6. Create positive customer service experiences with the community.	6.1. Establish service standards and levels, increase analytical depth, and benchmark against comparable municipalities for all community facing services.										Report was presented. Budget impacts will be brought forward for 2016 considerations.
Continuous Improvement Project 2014 Service Levels Benchmarking Phase 1	Year 1 objective is to develop an inventory of external services, associated service levels and benchmarked service levels with progress report to Council by Quarter Four of 2014. Year 2 project plan and objectives will be based on the findings from year 1.	D. Cultivate Excellence in Government	6. Create positive customer service experiences with the community.	6.1. Establish service standards and levels, increase analytical depth, and benchmark against comparable municipalities for all community facing services										The project team continued to work with departments to finalize inventory of external services. The survey for the service levels benchmarking was sent out to participating municipalities for the following services: Police, Transit, Residential Waste Management, Roadway Maintenance, Turf Maintenance and Urban Forestry Management. The benchmarking data was collected and the summary report was drafted. The final external services inventory and the benchmarking report will be presented to Council in September 2015.
City Performance Measurement Policy	Develop a City performance measurement policy to support the development of key measurable performance goals for each City department and division.	D. Cultivate Excellence in Government	6. Create positive customer service experiences with the community.	6.1. Establish service standards and levels, increase analytical depth, and benchmark against comparable municipalities for all community facing services										A draft Strategic Framework: Alignment and Measurement model was presented to Senior Leadership Team to provide a roadmap to enhance our existing strategic and operational planning, budgeting, management, evaluation, measurement and reporting process. These learnings will influence the development of a performance measurement policy to provide direction for the creation, alignment and reporting of performance measures across the organization.

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		Outcome	Goal	Strategy	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4				
Community Sustainability Plan	Develop a Community Sustainability Plan and related policies to engage the public in better defining a long-term vision for the community.	D. Cultivate Excellence in Government	6. Create positive customer service experiences with the community.	6.1. Establish service standards and levels, increase analytical depth, and benchmark against comparable municipalities for all community facing services												Council approved the final community vision and pillars of sustainability presented by the Community Sustainability Committee on June 22, 2015. Administration was requested to provide Council with an implementation plan for the vision and pillars of sustainability including a Council Policy, inclusion in the Municipal Development Plan and incorporation into existing community long term plans and other related strategic documents by September 28, 2015.
Park and Ride Transit Centre Land Agreement	Develop a park and ride location and plan. Develop a lease agreement with the City of Edmonton and the province of Alberta for lands within the Transportation Utility Corridor.	D. Cultivate Excellence in Government	5. Develop strong working relationships with regional, provincial and federal partners.	5.3. Pursue joint service delivery models with regional partners.												Administration is continuing coordination with the City of Edmonton and the Province of Alberta on a lease/sublease arrangement for the land at the chosen site.
Advocacy plan for Ray Gibbon Drive	Develop an advocacy plan for the twinning of Ray Gibbon Drive.	E. Cultivate Sustainable Infrastructure and Services	1. Encourage innovative and progressive development.	1.1. Encourage progressive development that is planned for and regulated while ensuring development is environmentally sound, preserves the unique character of St. Albert, promotes safety and is accessible to the community.												Discussions have commenced with Alberta Transportation and MLAs Renaud and Home. A letter has been sent to the Minister of Infrastructure, Brian Mason. Ray Gibbon Drive has moved from #8 on the Capital Region Board Capital Plan to #5 based on the work of the technical review panel. Staff met with a high level delegation from the Ministry of Transportation to begin planning future capital projects.
Community Groups Service Delivery Capacity	Support the capacity for service delivery by community groups.	E. Cultivate Sustainable Infrastructure and Services	3. Improve existing community assets and services.	3.2. Ensure that municipal utilities and services are provided in an efficient, economic, coordinated, and timely manner relative to the desired development of the city.												Report is being developed to present to Council on this topic. It is currently scheduled to be presented to Council in Q3 of 2015.
Development of Public Art Maintenance and Restoration Plan	The long-term plan will ensure that the City's public art collection is preserved and maintained for current and future generations.	E. Cultivate Sustainable Infrastructure and Services	1. Encourage innovative and progressive development.	1.1. Encourage progressive development that is planned for and regulated while ensuring development is environmentally sound, preserves the unique character of St. Albert, promotes safety and is accessible to the community.												This project has resumed with review and update of condition assessments of art work. A preliminary draft report will be completed in 2016.
Fixed Network Automated Meter Infrastructure (AMI) Water Meter System	Implement reading of water meters electronically to allow online access to water consumption data. It will also assist with detecting leakage in a timely basis and provide support to consumers in monitoring/reducing water consumption.	E. Cultivate Sustainable Infrastructure and Services	3. Improve existing community assets and services.	3.2. Ensure that municipal utilities and services are provided in an efficient, economic, coordinated, and timely manner relative to the desired development of the city.												The Request For Proposals (RFP) was issued on May 13, 2015, with a closing date of July 8, 2015. Evaluation, shortlisting and award of the contract is expected in the fall of 2015.
Broadband and connectivity in civic buildings	Improve broadband and connectivity at civic locations to enhance delivery of services to residents.	E. Cultivate Sustainable Infrastructure and Services	3. Improve existing community assets and services.	3.2. Ensure that municipal utilities and services are provided in an efficient, economic, coordinated, and timely manner relative to the desired development of the city.												The Municipal Area Network Phase 1 design will be completed during 2015, which will include recommendations for business/ownership models, technology types (fibre optics, wireless, etc.), implementation steps, and engineering guidelines for new developments. An Internet bandwidth survey was conducted from April to June with 462 responses from residents and businesses. The resulting report will show Internet service levels in all areas of the City. The IT Services Department is working with Engineering to jointly improve the networking of traffic signals along the St. Albert trail using new fibre optic cable within existing (rehabilitated) conduit. The St. Anne street re-alignment project will result in new fibre optic conduit, which will make future installation of fibre optic cable possible without disturbing completed earthwork. A capital charter for Phase II will be submitted for the 2016 budget.

Project Name	Project Description	Reference to Strategic Plan			2015				2016				Status	Progress Update
		Outcome	Goal	Strategy	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
Capital Partnership Program	This shared funding program is designed to stimulate new capital projects to help prepare St. Albert for the anticipated community growth.	E. Cultivate Sustainable Infrastructure and Services	1. Create an attractive environment to do business in St. Albert that results in a diversified tax base.	1.1. Ensure a 20-year supply of serviced and un-serviced non-residential land for commercial and targeted industrial/business expansion to maximize the city's strategic and/or economic advantage.										The decision has been made by Council to cancel this program as of June 30, 2015. The last intake opportunity was June 30, 2015. All intakes are now closed and four submissions have been received. One will be presented to Council for decision in July, one applicant withdrew, one applicant was not compliant, and the fourth will be reviewed by the Capital Partnership Program Advisory Committee, and then presented to Council for decision in September 2015.
St. Albert Trail Pedestrian Sidewalk Upgrades	Continue to construct sidewalks along the St. Albert Trail.	E. Cultivate Sustainable Infrastructure and Services	2. Maintain a safe and efficient transportation network.	2.1. Provide for the safe and efficient movement of goods and people within the community to work, school and home.										Tender has been awarded and work is commencing. A project charter has been submitted for 2016, that if approved, will address crossing the Sir Winston Churchill Avenue bridge to ensure continuous pedestrian access.
North Interceptor Sanitary Trunk Line Phase 2 (Project 1)	The design and installation of a sanitary trunk line to convey the terminus of the existing Phase 1 North Interceptor at St. Vital and St. Albert Trail to the existing sub line at the ACRWC St. Albert Pump Station. This will facilitate growth within the downtown, Riel South, and west of Ray Gibbon Drive	E. Cultivate Sustainable Infrastructure and Services	1. Encourage innovative and progressive development.	1.1. Encourage progressive development that is planned for and regulated while ensuring development is environmentally sound, preserves the unique character of St. Albert, promotes safety and is accessible to the community.										Preliminary geotechnical investigation will conclude within the summer of 2015, which will provide necessary slope stability information to facilitate the optimization of alignment choices for the trunk line. In Q3 and Q4 2015 focus will be on the Preliminary Design associated with the project, this includes a risk workshop, and determination of optimal alignment to facilitate the construction of the project. It is anticipated that the detailed design will begin within Q1 of 2016, this will include the ascertaining of necessary permits and approvals and any easements from existing landowners. The detailed design will additionally yield the completion of detailed drawings and specifications providing the foundation to the construction contract of the project. The construction is anticipated to begin during Q4 2016, based on the current schedule. The timeline for construction completion will be finalized when further detailed information is available in terms of design optimizations, contract splitting and overall construction methodology.
St. Albert Trail Median and Boulevard Enhancement	Enhance the St. Albert Trail Median and Boulevards.	E. Cultivate Sustainable Infrastructure and Services	1. Encourage innovative and progressive development.	1.1. Encourage progressive development that is planned for and regulated while ensuring development is environmentally sound, preserves the unique character of St. Albert, promotes safety and is accessible to the community.										The third and final phase has been awarded and the work is expected to begin in mid July.
Transportation Master Plan	Update the Transportation Master Plan to identify a transportation policy framework for the City and establish priorities for the City's investment in transportation and infrastructure for the future.	E. Cultivate Sustainable Infrastructure and Services	1. Encourage innovative and progressive development.	1.1. Encourage progressive development that is planned for and regulated while ensuring development is environmentally sound, preserves the unique character of St. Albert, promotes safety and is accessible to the community.										Public consultation has been completed on the Villeneuve Road Study, with a recommendation on the roadway alignment and function brought forward to the public at a second open house on May 26, 2015. Further stakeholder and public input was received on this recommendation, which will be going forward to Council on August 17, 2015. The first public open house was held for the Transportation Master Plan on June 16, with additional consultation taking place online through to the end of June. Also, a second stakeholder meeting was held on May 28, 2015 to review Transportation Planning and Land Use Integration. Next steps for this project will be inclusive of further traffic modeling to represent current land use and future growth and capture the impacts to the road network system. There will be further consultation to the public with a second Transportation Master Plan Open House on September 24, 2015 and there will be a third stakeholder meeting held on August 18, 2015. The Villeneuve Road recommendation will be brought forward to Council on August 17, with a recommendation for a non statutory public hearing to be held on September 8, 2015. A draft report for the Transportation Master Plan is expected for November 30, 2015.
St. Albert Trail Corridor Safety Review	Complete the St. Albert Trail and Boudreau Road corridor safety review to address prevailing safety issues.	E. Cultivate Sustainable Infrastructure and Services	1. Encourage innovative and progressive development.	1.1. Encourage progressive development that is planned for and regulated while ensuring development is environmentally sound, preserves the unique character of St. Albert, promotes safety and is accessible to the community.										A draft report has been completed, capturing summer and winter data and analysis of collision information and field inspections. Administration has provided feedback on the draft report and is expecting to finalize report for July 30, 2015. A presentation to Council will be on August 17, 2015.

Project Name	Project Description	Reference to Strategic Plan			2015				2016				2017	2018	Status	Progress Update
		Outcome	Goal	Strategy	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4				
Encroachment Policy	The policy will provide clear and consistent direction on encroachments and how they will be addressed especially in the environmentally sensitive areas.	E. Cultivate Sustainable Infrastructure and Services	1. Encourage innovative and progressive development.	1.1. Encourage progressive development that is planned for and regulated while ensuring development is environmentally sound, preserves the unique character of St. Albert, promotes safety and is accessible to the community.												Policy has been put on hold at this time awaiting Environmental Advisory Committee priorities for 2015.
Update Quality Management Plan	Update Safety Codes Quality Management Plan in accordance with provincial requirements.	E. Cultivate Sustainable Infrastructure and Services	1. Encourage innovative and progressive development.	1.1. Encourage progressive development that is planned for and regulated while ensuring development is environmentally sound, preserves the unique character of St. Albert, promotes safety and is accessible to the community.												The plan was drafted with Building Inspections and Fire combined Quality Management Plan. The plan was forwarded to Safety Codes Council for review. Meeting to discuss the plan is anticipated in Q3 2015.
Land Use Bylaw Review and Update (Housing)	Review the Land Use Bylaw	E. Cultivate Sustainable Infrastructure and Services	1. Encourage innovative and progressive development.	1.2. Implement innovative civic, neighbourhood and housing design trends that foster increased efficiencies, capacity and incorporate cutting-edge technology solutions.												Request for Proposals closes July 14, 2015.
Electronic Signs Update	Review the Land Use Bylaw	E. Cultivate Sustainable Infrastructure and Services	2. Maintain a safe and efficient transportation network.	2.1. Provide for the safe and efficient movement of goods and people within the community to work, school and home.												The report has been delayed due to permit/application demands. The report is anticipated for Q4 2015.
Signage Review	Review the Land Use Bylaw	E. Cultivate Sustainable Infrastructure and Services	2. Maintain a safe and efficient transportation network.	2.2. Establish sustainable priorities for the City's investment in transportation and infrastructure for the future and within the region.												This project is delayed due to permit/application demands and is anticipated for Q4 2015.
Urban Village Guidelines	Update existing Urban Design Guidelines to ensure currency and relevance for upcoming development.	E. Cultivate Sustainable Infrastructure and Services	2. Maintain a safe and efficient transportation network.	2.1. Provide for the safe and efficient movement of goods and people within the community to work, school and home.												Postponed due to current planning priorities and limited staff resources.
Subdivision Signage Refurbishment	Repair and rehabilitation of the City's subdivision entry signs and features that will beautify subdivision entryways and integrate botanical City branding where possible.	E. Cultivate Sustainable Infrastructure and Services	2. Maintain a safe and efficient transportation network.	2.3. Promote a transit network that enables the City of St. Albert to achieve its economic, social and environmental objectives by making transit a convenient and competitive mode of transportation.												New Campbell and Reel business parks signs (with branding) were installed.

Project Name	Project Description	Reference to Strategic Plan			2015				2016				2017	2018	Status	Progress Update
		Outcome	Goal	Strategy	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4				
Poplar Tree Removal and Replacement Program	Remove and replace Hybrid Poplar trees. These trees have a short life cycle at which point they become a high safety risk to residents and property.	E. Cultivate Sustainable Infrastructure and Services	2. Maintain a safe and efficient transportation network.	2.2. Establish sustainable priorities for the City's investment in transportation and infrastructure for the future and within the region.												The 2014 cutting program has been completed with 85 trees removed throughout the City. This will bring an end to the original 2001 listing of poplar trees. Additional trees are being monitored as they mature. Removals and replacements will occur as required consistent with all tree inventory.
Arena Improvements	Enhancements to the Go Auto Arena including access door to lower level from the upper concourse, media bench and branding.	E. Cultivate Sustainable Infrastructure and Services	3. Improve existing community assets and services.	3.5. Ensure infrastructural strength through maintaining existing cultural assets, identifying capital improvements to build on the strengths of existing assets, and identifying facilities that respond to cultural participation trends and population growth.												Contract has been awarded. Anticipated completion in Q3 2015.
Baseball Diamonds Safety Fencing	To install safety fencing along the sides of 21 City owned baseball diamonds to protect the benches and spectator sidelines.	E. Cultivate Sustainable Infrastructure and Services	3. Improve existing community assets and services.	3.3. Maintain corporate and infrastructure assets in an efficient and sustainable manner that meets the present and future growth needs of the city and in accordance with approved guiding principles.												Administration has developed standards of safety fencing for ball diamonds and is determining the priority diamonds and project timelines to complete within available funds.
City Parks Refurbishment Plan	The purpose of this project is to upgrade and replace parks infrastructure.	E. Cultivate Sustainable Infrastructure and Services	3. Improve existing community assets and services.	3.3. Maintain corporate and infrastructure assets in an efficient and sustainable manner that meets the present and future growth needs of the city and in accordance with approved guiding principles.												Contract was awarded. The start-up meeting, stakeholder session and tour were completed in June.
Woodlands Water Play Park Locker Room Rehabilitation	This project includes the replacement of locker room fixtures in order to rehabilitate the facility to its designed standard and ensure a safe, well maintained facility for the public.	E. Cultivate Sustainable Infrastructure and Services	3. Improve existing community assets and services.	3.3. Maintain corporate and infrastructure assets in an efficient and sustainable manner that meets the present and future growth needs of the city and in accordance with approved guiding principles.												Project is substantially complete. Minor seasonal deficiencies and branding will be completed in Q3 2015.
Sport field Refurbishment Program	The purpose of the project is to address the maintenance requirements of the City's sports fields.	E. Cultivate Sustainable Infrastructure and Services	2. Maintain a safe and efficient transportation network.	2.1. Provide for the safe and efficient movement of goods and people within the community to work, school and home.												Administration is currently evaluating and assessing the current City Sports field Replacement Program which will impact the number of fields and method of refurbishment that the City utilizes. Administration would recommend postponing any decision on additional fields until this evaluation is complete. Any update to this program will be presented in the 2017 Capital Budget Process. The new "refresh" program will be piloted for the Lorne Akins Field which has been delayed from the 2014 Sports field Refurbishment Plan to 2015 to allow for Administration to work with Paul Kane High School and Lorne Akins Junior High School to arrange alternate field use and explore additional options for field refurbishment based on field need, cost and user impacts. Lorne Akins field will be fenced through the second half of 2015 to allow for turf growth.
Lifecycle Programs	Manage lifecycle programs for Aquatic Facilities, Servus Place and City Playgrounds to ensure city's major recreation facilities and playgrounds are safe and well maintained.	E. Cultivate Sustainable Infrastructure and Services	2. Maintain a safe and efficient transportation network.	2.2. Establish sustainable priorities for the City's investment in transportation and infrastructure for the future and within the region.												Work continues on Servus Place and Aquatics lifecycle programs as planned.

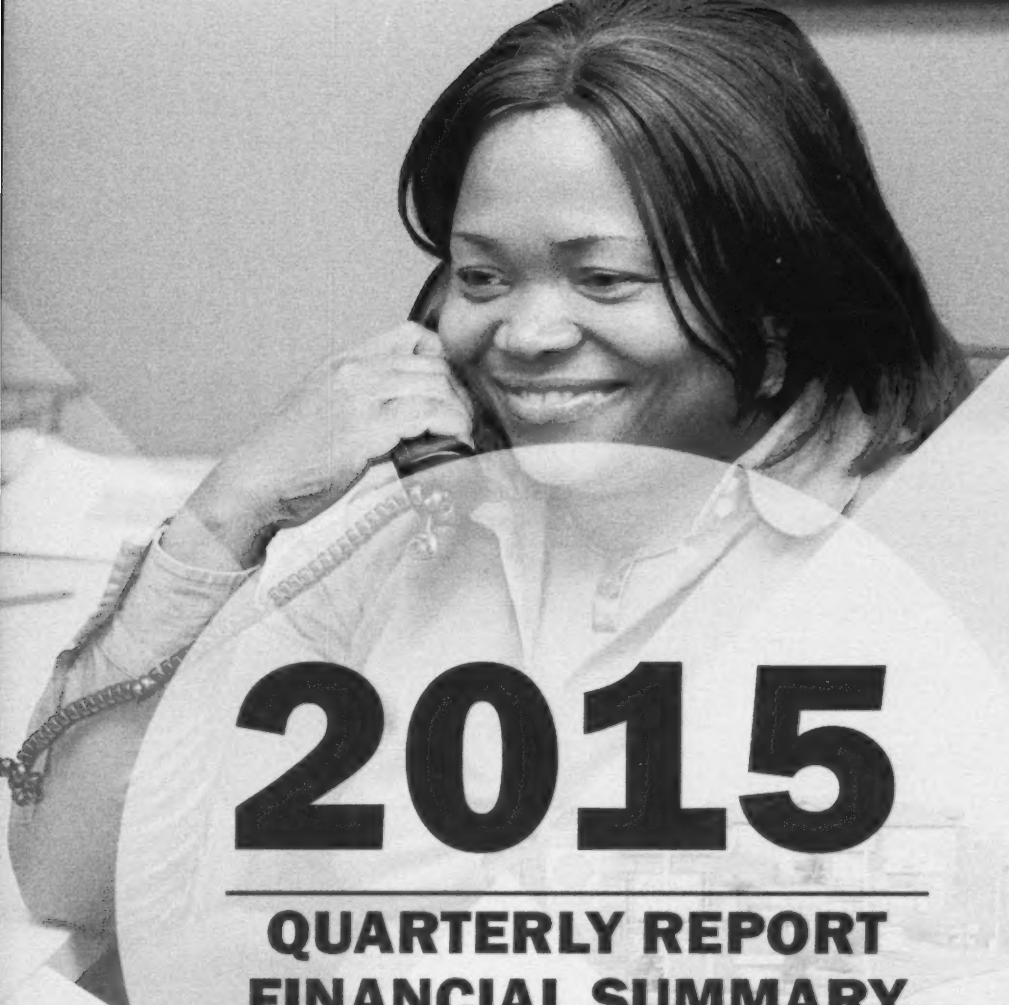
Project Name	Project Description	Reference to Strategic Plan			2015				2016				2017	2018	Status	Progress Update
		Outcome	Goal	Strategy	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4				
City Playground Lifecycle Program	The City Playground Lifecycle Program ensures that City Playgrounds are safe and well maintained.	E. Cultivate Sustainable Infrastructure and Services	2. Maintain a safe and efficient transportation network.	2.3. Promote a transit network that enables the City of St. Albert to achieve its economic, social and environmental objectives by making transit a convenient and competitive mode of transportation.												Playground projects for 2015 are currently being reassessed for priority.
Kingswood Neighbourhood Playground	The purpose of the project is to upgrade Kingswood Playground to serve a wider range of ages.	E. Cultivate Sustainable Infrastructure and Services	3. Improve existing community assets and services.	3.3. Maintain corporate and infrastructure assets in an efficient and sustainable manner that meets the present and future growth needs of the city and in accordance with approved guiding principles.												This project is now complete.
Lion's Park Drainage	The purpose of this project is to address the existing drainage issues in Lion's Park and put infrastructure in place to ensure that the Park remains viable for both general public use as an events venue. Working in conjunction with DARP a long term plan for the Park will be completed.	E. Cultivate Sustainable Infrastructure and Services	3. Improve existing community assets and services.	3.3. Maintain corporate and infrastructure assets in an efficient and sustainable manner that meets the present and future growth needs of the city and in accordance with approved guiding principles.												This project has been put on hold for 2015 and deferred until the completion of construction of St. Anne Realignment and 50+ Club project. This will minimize disruption to Lion's Park users. Interim solutions will be put in place to mitigate existing turf and drainage issues at Lions Park. The project will be reassessed in 2016.
Life Cycle Replacement Plan Policy	Establish a corporate policy for life cycle replacement of assets and ensure documentation is in place to guide Administration's plans and budgets.	E. Cultivate Sustainable Infrastructure and Services	3. Improve existing community assets and services.	3.3. Maintain corporate and infrastructure assets in an efficient and sustainable manner that meets the present and future growth needs of the city and in accordance with approved guiding principles.												A draft lifecycle replacement plan administrative directive was developed as part of a larger Asset Management strategy for the Corporation and it was approved by Council on September 22, 2014. The Administrative policy was reviewed by SLT and sent back for revisions. These revisions are anticipated to be completed in 2016, depending on staff availability.
Open Payment Fare System Project (Smart Card)	Implement a regional Open Payment fare collection system in partnership with the City of Edmonton and (No Suggestions) County.	E. Cultivate Sustainable Infrastructure and Services	2. Maintain a safe and efficient transportation network.	2.3. Promote a transit network that enables the City of St. Albert to achieve its economic, social and environmental objectives by making transit a convenient and competitive mode of transportation.												There was no announcement for the approval of GreenTRIP application. Administration continued to work with three transit properties to collaboratively develop a request for proposal which will implement the concept of operations once the grant is approved.
Transit By-Law Update	As part of the Transit Long Term Department Plan, the bylaw is being updated to be consistent with the City Code of Conduct.	E. Cultivate Sustainable Infrastructure and Services	2. Maintain a safe and efficient transportation network.	2.3. Promote a transit network that enables the City of St. Albert to achieve its economic, social and environmental objectives by making transit a convenient and competitive mode of transportation.												Review commenced in Q1 and will be scheduled to come before Council in Q4 2015.

Project Name	Project Description	Reference to Strategic Plan			2015				2016				2017		Status	Program Update
		Outcome	Goal	Strategy	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2		
Develop Policies Related to Handibus Eligibility and Advisory Committee Operations	Develop Council and Administration policies to define Handibus eligibility to be reviewed by the Handibus Advisory Committee.	E. Cultivate Sustainable Infrastructure and Services	2. Maintain a safe and efficient transportation network.	2.3. Promote a transit network that enables the City of St. Albert to achieve its economic, social and environmental objectives by making transit a convenient and competitive mode of transportation.												Revised administrative policies are being drafted and will be submitted to the City Manager in Q3 2015.
NAIT LRT Extension Route Redesign	Route restructuring to provide transfer connections with Edmonton's North LRT extension at NAIT which is consistent with the Transit Long-Term Department Plan.	E. Cultivate Sustainable Infrastructure and Services	3. Improve existing community assets and services.	3.2. Ensure that municipal utilities and services are provided in an efficient, economic, coordinated, and timely manner relative to the desired development of the city.												Development and coordination with the City of Edmonton has been completed; however, implementation has been delayed due to delay of LRT opening.
Transit Fleet Video Surveillance Systems	Installation of on-board video surveillance on transit buses to be used for security, training and risk management.	E. Cultivate Sustainable Infrastructure and Services	2. Maintain a safe and efficient transportation network.	2.3. Promote a transit network that enables the City of St. Albert to achieve its economic, social and environmental objectives by making transit a convenient and competitive mode of transportation.												This project is now complete.
Park & Ride Transit Centre Project	Develop a park and ride location and plan. Provision of park and ride facility on surplus Transportation Utility corridor lands for St. Albert Transit users aiming to increase ridership.	E. Cultivate Sustainable Infrastructure and Services	3. Improve existing community assets and services.	3.3. Maintain corporate and infrastructure assets in an efficient and sustainable manner that meets the present and future growth needs of the city and in accordance with approved guiding principles.												No update for Q2.
Growth Areas For Transit Service	Support growth-area transit service to higher density residential areas.	E. Cultivate Sustainable Infrastructure and Services	3. Improve existing community assets and services.	3.3. Maintain corporate and infrastructure assets in an efficient and sustainable manner that meets the present and future growth needs of the city and in accordance with approved guiding principles.												Schedule adherence monitoring was done to determine priorities for growth service additions.
CRB Transit Governance Review	Participate in the Regional transit Commission Assessment. Business Case analysis for creating a Capital Region Transit Commission is being completed by the CRB, Transit Committee.	E. Cultivate Sustainable Infrastructure and Services	3. Improve existing community assets and services.	3.3. Maintain corporate and infrastructure assets in an efficient and sustainable manner that meets the present and future growth needs of the city and in accordance with approved guiding principles.												An initial report on this project with Edmonton on forming a single operating entity has been completed and was approved by Edmonton and St. Albert City Councils along with funding for a study. A report with a recommendation on integration is due to be presented to both Councils in Q2 2016.

Project Name	Project Description	Reference to Strategic Plan			2015				2016				2017	2018	Status	Progress Update
		Outcome	Goal	Strategy	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4				
LRT Into St. Albert- Alignment Study	Following approval of Phase 1 of the St. Albert LRT Planning Study, Phase 2 of the study LRT Alignment within the corridor was started in Q4 2014.	E. Cultivate Sustainable Infrastructure and Services	3. Improve existing community assets and services.	3.3. Maintain corporate and infrastructure assets in an efficient and sustainable manner that meets the present and future growth needs of the city and in accordance with approved guiding principles.												Continuing with the second phase, the LRT into and through St. Albert project, the alignment of LRT tracks and infrastructure with the St. Albert Trail corridor that was approved in 2014 is being developed by the LRT project steering committee and their consultant. A recommended alignment was presented in public engagement meeting and in a meeting with the St. Albert Chamber of Commerce. Feedback received will be incorporated in a final report to be presented to Council in October 2015.
Transit Route Restructure	Local route and service restructuring.	E. Cultivate Sustainable Infrastructure and Services	3. Improve existing community assets and services.	3.3. Maintain corporate and infrastructure assets in an efficient and sustainable manner that meets the present and future growth needs of the city and in accordance with approved guiding principles.												Telephone survey of non-users of transit was conducted in May 2015. An analysis of Transit Service Standards has begun with recommendations to be presented to Council in Q3 2015.
SCADA System Upgrades	Conduct a current state assessment, upgrade options analysis and Master Plan development for the Supervisory Control and Data Acquisition Systems (SCADA) that is the primary control and monitoring interface for Water and Sewer Facilities throughout the City.	E. Cultivate Sustainable Infrastructure and Services	3. Improve existing community assets and services.	3.2. Ensure that municipal utilities and services are provided in an efficient, economic, coordinated, and timely manner relative to the desired development of the city.												The Request for Proposal for consulting services is being prepared, public posting and award is anticipated in Q3 2015, with contract execution being carried out through Q4 2015. The consulting contract deliverables will undertake a current state assessment, identify options and costs analysis, and prepare a Supervisory Control and Data Acquisition System (SCADA) Master Plan in upgrading the existing SCADA systems as identified for 2017/2018 in the WATER/WASWT-005 RMR Capital Charters as well as related specifications for inclusion in the Municipal Engineering Standards for applicable new Infrastructure.
Youth Hub	Ensure youth are actively engaged and supported.	F. Cultivate a Safe, Healthy and Inclusive Community	1. Encourage the development of an inclusive community that is friendly for all ages.	1.3. Support the development of a community strategy to assist all residents live free from bullying.												Process is underway to secure Youth Hub location/premises. Soft opening is expected for September 2015.
Poverty Reduction Strategy	Develop a community wide Poverty Reduction Strategy.	F. Cultivate a Safe, Healthy and Inclusive Community	1. Encourage the development of an inclusive community that is friendly for all ages.	1.6. Create opportunities for seniors to become actively engaged and supported through necessary programming, supports, accessible housing and continuing care options.												Research is underway. Administration is to develop strategy given the new government policies.
Community Wide Bullying Strategy	Support development of a community wide bullying strategy.	F. Cultivate a Safe, Healthy and Inclusive Community	2. Ensure all residents live in a safe community.	2.2. Develop plans to address community emergencies and unanticipated safety issues within the community while providing emergency and protective services in an efficient and effective manner.												Exploring education and awareness campaign regarding Diversity and Inclusion that incorporates a sub-committee of all working groups.
Homelessness Prevention Strategy in St. Albert and Sturgeon County	Research and develop a homelessness prevention strategy	F. Cultivate a Safe, Healthy and Inclusive Community	2. Ensure all residents live in a safe community.	2.2. Develop plans to address community emergencies and unanticipated safety issues within the community while providing emergency and protective services in an efficient and effective manner.												A Research Assistant was contracted to conduct surveys and focus groups. This will lead to a homeless prevention strategy in St. Albert by Q4 2016.

Project Name	Project Description	Reference to Strategic Plan			2015				2016				2017	2018	Status	Progress Update
		Outcome	Goal	Strategy	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4				
St. Albert and Sturgeon Hospice Association	Role: Liaison for City - Advocate, promote and support efforts.	F. Cultivate a Safe, Healthy and Inclusive Community	1. Encourage the development of an inclusive community that is friendly for all ages.	1.1. Embrace a safe and healthy community that promotes diversity through inclusive community design, universal accessibility, programming and cultural celebrations.												City liaison is on this board and efforts continue in the advocacy of Hospice services. Administration is waiting for the new government announcement.
Community Diversity and Inclusion Initiatives	Develop, promote and support community events that embrace diversity and culture.	F. Cultivate a Safe, Healthy and Inclusive Community	1. Encourage the development of an inclusive community that is friendly for all ages.	1.1. Embrace a safe and healthy community that promotes diversity through inclusive community design, universal accessibility, programming and cultural celebrations.												Multicultural Day took place at Elmer S Gish School on May 8th.
City's Emergency Plans	Further develop and implement the City's emergency plans.	F. Cultivate a Safe, Healthy and Inclusive Community	3. Foster a sense of community and connectedness.	3.1. Develop a community-wide Poverty Reduction Strategy to define the barriers that exist in achieving financial sustainability within the community.												A 72 Hour Emergency Planning Guide has been prepared and in use. The third annual Public Safety Open House was held on June 7th. Three additional table top exercises have been completed. The Emergency Response Plan is on hold until Emergency Response Bylaw can be updated and approved. The first draft of the revised Emergency Response Bylaw is complete.
Facility Safety and Security	Draft Administrative Policy and facilitate safety and security initiatives including enhanced facility access controls, staff training and internal/external communication measures.	F. Cultivate a Safe, Healthy and Inclusive Community	2. Ensure all residents live in a safe community.	2.2. Develop plans to address community emergencies and unanticipated safety issues within the community while providing emergency and protective services in an efficient and effective manner.												Request for Quotes for entrance enhancement has been developed and is at the final review stage. Request for Proposals for access control has been developed and is at the final review stage, departmental representatives from policing, human resources, fire services and IT are currently developing protocols for emergency communications.
Options for new facility and expansion of North Ridge Lodge	Advocate for expansion of North Ridge Lodge and identify options for another facility similar to Chateau Mission Court.	F. Cultivate a Safe, Healthy and Inclusive Community	1. Encourage the development of an inclusive community that is friendly for all ages.	1.6. Create opportunities for seniors to become actively engaged and supported through necessary programming, supports, accessible housing and continuing care options.												This project is linked to the Corporate Land Strategy as it relates to the identification and acquisition of land for additional seniors housing facilities. The Housing Diversity Action Plan was approved by Council in Q1 and so the initiatives contained in this action plan related to land will be incorporated into the land strategy actions.
50+ Club Building	Rehabilitate and expand the program space in the 50+ Club building	F. Cultivate a Safe, Healthy and Inclusive Community	1. Encourage the development of an inclusive community that is friendly for all ages.	1.6. Create opportunities for seniors to become actively engaged and supported through necessary programming, supports, accessible housing and continuing care options.												The project has been tendered and will close on July 23. The club building occupants, the 50+ Club programs and services will vacate on August 1. Fitness programming will occur at Cornerstone Hall, and the Administrative staff, crafts, cards, etc. is planned to be located on the 3rd floor, Grandin Mall. Project is planned for the first week in August and is expected to be completed within 12 - 18 months.
Whistle Cessation	Assess opportunities for whistle cessation to reduce noise pollution within the community.	F. Cultivate a Safe, Healthy and Inclusive Community	1. Encourage the development of an inclusive community that is friendly for all ages.	1.1. Embrace a safe and healthy community that promotes diversity through inclusive community design, universal accessibility, programming and cultural celebrations.												Agreements are in place with CN for the work to begin in 2015 for the Leveseur crossing only. Administration received approval from Council to continue to spend up to \$30,000 towards a review of the existing report and update as required to support the application to Transport Canada.

Project Name	Project Description	Reference to Strategic Plan			2015				2016				2017	2018	Status	Progress Update
		Outcome	Goal	Strategy	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4				
Safe Journeys to School	Develop a Safe Journey to School program. The project will provide a comprehensive review of various activities, infrastructure, and measures that address an overall community approach to enhance student travel safety.	F. Cultivate a Safe, Healthy and Inclusive Community	1. Encourage the development of an inclusive community that is friendly for all ages.	1.1. Embrace a safe and healthy community that promotes diversity through inclusive community design, universal accessibility, programming and cultural celebrations.												This project is now complete.
Council Policy C-PS-02	As a result of the Policing Long term department Plan, review Council Policy C-PS-02 (Policing Services) and bring back recommended changes.	F. Cultivate a Safe, Healthy and Inclusive Community	3. Foster a sense of community and connectedness.	4.1. Encourage the development of a diversity of housing options through advocacy and partnerships with relevant stakeholders, not-for-profits, for-profit and government entities.												A new draft Council policy on Policing has been completed and is being reviewed internally. It was originally scheduled to be presented to Council on June 15, 2015; however, Council agreed to extend the deadline on this matter. It is now scheduled to be presented to Council on September 21, 2015.

A black and white photograph of a woman with dark hair, smiling and holding a corded telephone receiver to her ear. She is wearing a light-colored button-down shirt. This image is part of a larger collage that also includes a highway with traffic and a group of people at an outdoor event.

2015

**QUARTERLY REPORT
FINANCIAL SUMMARY**

SECOND QUARTER

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FINANCIAL REPORT

Executive Summary

Budget Position

Municipal Operating Budget (Page 6)

Municipal Operating Revenue

- \$70.6 million in operating revenue recognized as of June 30, 2015 which is 50 per cent of forecast. Forecasting \$139.5 million of revenue, which is \$360 thousand over budget.

Municipal Operating Expenditure

- \$70.0 million spent as of June 30, 2015, which is 50 per cent of forecasted revenue. Forecasting \$139.1 million to be expended by the end of the fiscal year, which is \$13 thousand over budget.

A breakdown of significant variances by Division is found on page 7.

The first six months of 2015 have resulted in a forecasted year-end surplus of \$347 thousand. This should be considered a preliminary estimate and Administration will continue to monitor both the revenues and expenditures to ensure that the City stays in line with budget.

Municipal Capital Budget (Page 12)

There are 144 municipal capital projects that have been ongoing and scheduled for 2015. To date, \$35.6 million has been spent out of a \$112 million cumulative budget.

Utility Operating Budget (Page 18)

Utility Operating Revenue

- \$19.2 million recognized as of June 30, 2015, which is 49 per cent of forecast. Forecasting \$38.9 million of revenue to be collected by the end of the fiscal year, which is \$82 thousand over budget.

Utility Operating Expenditure

- \$12.2 million has been spent as of June 30, 2015, which is 49 per cent of forecast. Forecasting \$25.1 million to be expended by the end of the fiscal year, which is \$126 thousand over budget.

A breakdown of significant variances by Division is found on page 19.

Utility Capital Budget (Page 20)

There were 39 utility capital projects scheduled for 2015. To date, \$20.9 million has been spent out of a \$52.8 million cumulative budget.

Financial Position

Reserves (Pages 24-25)

As per Policy C-FS-01, Financial Reserves, the City of St. Albert recognizes that setting aside funds for emergent financial needs and the replacement of existing equipment, facilities and future projects provides for property tax stabilization and contingency funding and reduces the need for debt financing. The City maintains 38 reserves for operating, capital and utility purposes. The policy also requires quarterly reporting of the reserve balances. The January 2015 opening balances were \$83.9 million with \$6.5 million in approved net allocations and an ending forecast of \$77.4 million. On March 23, 2015, Council approved \$14.3 million of offsite levy receipts collected to the end of 2014 be allocated to the capital reserves. This transfer, along with the PAYG transfer of \$5.6 million has contributed to an increase in the June 30, 2015 balance. The June 2015 balance is higher than the year-end forecasted balance due to approved capital and operating projects not completed by second quarter.

Through compliance with the reserve policy, the City of St. Albert is in a solid position to ensure that any emergent financial needs and long-term replacement of equipment will be met, while maintaining a stable tax base.

Investments (Page 26)

The City continues to maintain a strong investment portfolio, with \$164.2 million as of June 30, 2015. The City invests conservatively in highly liquid funds to ensure current and future obligations are met, while securing the highest rate of return.

As of June 30, 2015, the City had earned \$1.5 million in investment income, which is 65% of the 2015 forecast. As per the City's Investment Policy C-FS-02, which targets the City's investment rate of return at Government of Canada T-Bill and Bond rates, the actual rate of return realized from investments is above the Bank of Canada T-Bill and Bond rates. The 2015 forecast has not been adjusted as further analysis is required to understand how the bank of Canada rate will impact earnings in the remainder of the year.

Debt (Pages 27)

The City's outstanding debt as of June 30, 2015 was \$47.4 million and relates to two projects: \$24.2 million related to the construction of Servus Credit Union Place and \$23.2 million related to the first stages of Ray Gibbon Drive. The City's debt and debt service limits are significantly lower than the ceilings stipulated in both the *Municipal Government Act* and *Council Policy C-FS-03* and are not forecasted to change in the near future.

Conclusion

The first six months of 2015 have resulted in Administration providing municipal and utility services efficiently and effectively within the operating budget.

The City of St. Albert continues to maintain a strong financial position by ensuring operating and capital expenditures are closely monitored within the approved budget, maintaining a healthy reserve balance and low debt limits, and prudently investing the City's liquid assets.

Municipal Operations

CITY OF ST. ALBERT
MUNICIPAL OPERATING SUMMARY BY DIVISION
FOR THE PERIOD ENDING JUNE 30, 2015

In Thousands of Dollars

Division Description	2015	2015	2015	Variance	
	Actual YTD (A)	Forecast (B)	Budget (C)	\$ (C-B)	% (C-B)/C
Revenue					
Council	\$-	\$55	\$55	\$-	0%
City Manager's Office	77	423	423	-	0%
Corporate Strategic Services	517	1,222	928	294	32%
Community & Protective Services	12,696	23,027	23,059	(32)	(0%)
Planning & Engineering Services	1,544	2,720	2,673	47	2%
Infrastructure Services	4,878	10,464	10,372	92	1%
Finance & Assessment Services	427	1,062	1,180	(118)	(10%)
Economic Development	517	969	917	52	6%
Common & Fiscal	49,908	99,552	99,527	25	0%
Total Revenue	\$70,564	\$139,494	\$139,134	\$360	0%

Expenses					
Council	\$295	\$678	\$677	\$(1)	0%
City Manager's Office	1,496	3,272	3,253	(19)	1%
Corporate Strategic Services	4,951	10,845	10,698	(147)	1%
Community & Protective Services	27,654	58,211	58,307	96	(0%)
Planning & Engineering Services	4,081	9,495	9,571	76	(1%)
Infrastructure Services	15,285	32,565	32,811	246	(1%)
Finance & Assessment Services	1,832	3,666	3,771	105	(3%)
Economic Development	764	1,737	1,608	(129)	8%
Capital Financing	9,971	14,406	14,406	-	0%
Common & Fiscal	3,697	4,272	4,032	(240)	6%
Total Expenses	\$70,026	\$139,147	\$139,134	\$(13)	0%

Excess of Revenue over Expenses					
Council	\$(295)	\$(623)	\$(622)	\$(1)	(0%)
City Manager's Office	(1,419)	(2,849)	(2,830)	(19)	(1%)
Corporate Strategic Services	(4,434)	(9,623)	(9,770)	147	2%
Community & Protective Services	(14,958)	(35,184)	(35,248)	64	0%
Planning & Engineering Services	(2,537)	(6,775)	(6,898)	123	2%
Infrastructure Services	(10,407)	(22,101)	(22,439)	338	2%
Finance & Assessment Services	(1,405)	(2,604)	(2,591)	(13)	(0%)
Economic Development	(247)	(768)	(691)	(78)	(11%)
Capital Financing	(9,971)	(14,406)	(14,406)	-	0%
Common & Fiscal	46,211	95,280	95,495	(214)	0%
Total Excess of Revenue over Expenses	\$538	\$347	\$-	\$347	

Municipal Operating Actual to Budget Variance

City Manager's Office - \$19 thousand over budget

Expense – \$19 thousand over budget

- \$119 thousand over budget from expenses related to the Constable Wynn memorial.
- \$100 thousand under budget in Insurance liability expense; at June 30, claims against City under budget.

Corporate Strategic Services - \$147 thousand under budget

Revenue - \$ 294 thousand over budget

- \$294 thousand over budget resulting from WCB/PIR rebate received in 2015.

Expense – \$147 thousand over budget

- \$294 thousand over budget as WCB/PIR rebate is transferred to the Safety Reserve.
- \$52 thousand over budget in IT color copy charges. As noted in the first quarter, in 2015 the corporate copy expenses were consolidated within the IT department.
- \$20 thousand over budget due to anticipated additional recruitment agency costs.
- \$224 thousand under budget as a result of salary and benefits due to vacancies/turnovers.*

Community & Protective Services - \$64 thousand under budget

Revenue - \$ 32 thousand under budget

- \$159 thousand under budget due to lower anticipated recreation memberships and day passes, offset by an increase in lesson fees.
- \$122 thousand under budget as concession services not being offered in 2015.
- \$103 thousand under budget due to Municipal Enforcement service vacancies resulting in less tickets.
- \$125 thousand over budget in Ambulance service revenue due to higher than anticipated calls.
- \$89 thousand over budget in Culture rental facilities due to an increase in facility rentals.
- \$52 thousand over budget in Fire grant revenue due to receipt of unbudgeted FSEPP grant.
- \$40 thousand over budget in Recreation due to new signed contracts for advertising, rentals and donations not originally in budget.
- \$30 thousand over budget in dog license revenue.

Expense – \$96 thousand under budget

- \$165 thousand under budget due to Municipal Enforcement Services vacancies, RCMP security delays and recruitment delays.*
- \$116 thousand under budget as concession services not being offered in 2015.
- \$85 thousand under budget relating to transfer of Speed on Green tickets to reserve. Significantly less Speed on Green tickets have been issued to date. The process is under review to determine if issue is related to technology, behavior changes or combination of both.
- \$93 thousand under budget due to lower Electricity and Natural Gas expenses for recreation facilities, which is offset by an increase in water/wastewater expenses
- \$192 thousand over budget in recreation casual wages due to unbudgeted holiday pay.*
- \$71 thousand over budget in Recreation & Parks operating expenses as a result of unbudgeted phone replacement, costs with new advertisers and U.S. exchange variances for Starbucks food services.
- \$52 thousand over budget in Fire training expenses related to the unbudgeted FSEPP grant.
- \$16 thousand over budget in Culture as a result of salary and benefit due to vacancies/turnovers.*

Planning & Engineering Services - \$123 thousand under budget

Revenue - \$ 47 thousand over budget

- \$54 thousand over budget in development and compliance certificates due to higher than anticipated demand for larger and more complex commercial and multi-family development and house sales.

Expense-\$76 thousand under budget

- \$82 thousand under budget due to a decrease in contracted services relating to the Crack Sealing program, of which has been incorporated into the capital budget.

Infrastructure Services - \$338 thousand under budget

Revenue - \$ 92 thousand over budget

- \$91 thousand over budget due to an increase in Transit Advertising Revenue relating to unanticipated earnings acquired as part of the completion of the contract agreement.

Expense-\$246 thousand under budget

- \$373 thousand under budget for Transit fuel costs due to actual rates being lower than budgeted, and a decrease in operational hours as a result of delay to servicing new growth areas.
- \$113 thousand over budget due to an increase in Transit's contracted services as a result of detours for construction delays in downtown Edmonton and Groat Road.

Finance & Assessment Services - \$13 thousand over budget

Revenue - \$ 118 thousand under budget

- \$115 thousand under budget in penalty revenue from late payment on property taxes.

Expense - \$105 thousand under budget

- \$104 thousand under budget as a result of salary and benefit due to vacancies/turnovers.*

Economic Development - \$78 thousand over budget

Revenue - \$52 thousand over budget

- \$100 thousand over budget relates to a Capital Region Grant that will be fully spent in 2015.
- \$35 thousand over budget from additional anticipated revenue related to Dig In.
- \$83 thousand under budget in residential and non-residential fees due to an increase in businesses that are exempt from business license fees.

Expense - \$129 thousand over budget

- \$100 thousand over budget in expenses associated with the Capital Region Grant.
- \$40 thousand over budget due to anticipated expenses related to Dig In.
- \$11 thousand under budget as a result of salary and benefit adjustments due to vacancies/turnovers.*

Common & Fiscal Division - \$214 thousand over budget

Revenue - \$25 thousand over budget

- \$18 thousand over budget due to vendor and credit card rebates.

Expense - \$240 thousand over budget

- \$376 thousand over budget as a result of salary and benefit due to vacancies/turnovers and severance payouts.*

- \$90 thousand over budget due to an increase in bad debts expense relating to the write off of a 2013 receivable over a construction project that went to arbitration and was settled in 2015.
- \$37 thousand over budget in bank and credit card charges due to volume increase.
- \$267 thousand under budget in lease costs due to delays in securing additional lease space.

* The total overall forecasted salary and benefit impact to the organization as of June 30, 2015 result of vacancies/ turnovers increase in temporary wages and severance payments is a decrease of \$138 thousand.

CITY OF ST. ALBERT
OPERATING SUMMARY REPORT BY MUNICIPAL SERVICES
FOR THE PERIOD ENDING JUNE 30, 2015
In Thousands of Dollars

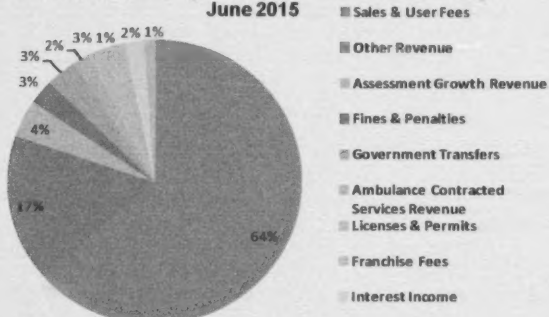
	June 2015 Actual YTD	2015 Net Budget	Actual as a % of Total
<u>Municipal Services</u>			
Engineering Services & Admin Support	2,401	6,078	5%
Planning & Development	135	821	0%
Public Works	6,992	14,622	16%
Fire Services	6,022	13,194	14%
Transit Services	3,416	7,816	8%
Police Services	2,865	8,864	6%
	21,831	51,395	49%
 <u>Economic Development</u>	 (125)	 690	 0%
 <u>Community, Recreation & Culture Services</u>			
Community Services Admin	392	760	1%
Recreation and Parks	1,353	3,587	3%
Culture Services	1,179	2,485	3%
Family & Community Support Services	321	988	1%
Outside Agencies	2,823	5,371	6%
	6,068	13,191	14%
 <u>Capital Financing & Common & Fiscal</u>	 8,950	 9,375	 20%
 <u>Administration & Support Services</u>			
Information Technology Services	1,598	3,387	4%
Financial Services	1,228	2,488	3%
Human Resources	1,146	2,619	3%
Legal Services	865	1,886	2%
Corporate Strategic Services	313	718	1%
Corporate Planning	169	332	0%
Corporate Communication	434	1,021	1%
City Manager	555	944	1%
Environment & Sustainability	274	637	1%
Legislative Services	501	1,055	1%
Council	295	622	1%
Assessment & Taxation Services	176	105	0%
	7,554	15,814	17%
 NET TOTAL	 44,278	 90,465	

CITY OF ST. ALBERT
MUNICIPAL STATEMENT OF OPERATIONS BY FUNCTION
FOR THE PERIOD ENDING JUNE 30, 2015

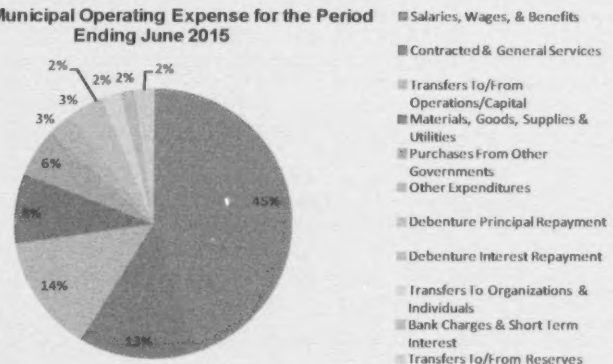
In Thousands of Dollars

	2015 Actual YTD (A)	2015 Forecast (B)	2015 Budget (C)	Forecasted Variance	
				\$ (C-B)	% (C-B)/C
Revenues					
Property Taxes	\$44,864	\$90,465	\$90,465	-	0.0%
Sales & User Fees	11,753	23,020	22,889	(131)	-0.6%
Other Revenue	3,001	6,352	6,004	(348)	-5.8%
Fines & Penalties	1,981	3,744	3,962	218	5.5%
Government Transfers	2,354	3,402	3,246	(156)	-4.8%
Ambulance Contracted Services Revenue	1,323	2,601	2,593	(8)	-0.3%
Licenses & Permits	1,877	2,564	2,617	53	2.0%
Franchise Fees	1,011	1,984	1,984	-	0.0%
Interest Income	1,542	2,369	2,369	-	0.0%
Transfers To/From Reserves	858	2,993	3,005	12	0.4%
Total Revenue	\$70,564	\$139,494	\$139,134	\$(360)	-0.3%
Expenses					
Salaries, Wages, & Benefits	\$31,516	\$63,416	\$63,554	\$138	0.2%
Contracted & General Services	9,519	23,007	22,908	(99)	-0.4%
Transfers To/From Operations/Capital	9,784	13,773	13,773	-	0.0%
Materials, Goods, Supplies & Utilities	5,886	13,104	13,475	371	2.8%
Purchases From Other Governments	4,076	8,746	8,746	-	0.0%
Other Expenditures	1,994	4,694	4,518	(176)	-3.9%
Debenture Principal Repayment	1,856	3,755	3,755	-	0.0%
Debenture Interest Repayment	1,127	2,246	2,246	-	0.0%
Transfers To Organizations & Individuals	1,557	2,990	2,990	-	0.0%
Bank Charges & Short Term Interest	1,121	1,553	1,516	(37)	-2.5%
Transfers To/From Reserves	1,590	1,863	1,653	(210)	-12.7%
Total Expense	\$70,026	\$139,147	\$139,134	\$(13)	0.0%
Excess of Revenue over Expense	\$538	\$347	\$-	\$(347)	

Municipal Operating Revenue for the Period Ending June 2015



Municipal Operating Expense for the Period Ending June 2015



CITY OF ST. ALBERT
MUNICIPAL CAPITAL EXPENDITURE SUMMARY REPORT
FOR THE PERIOD ENDING JUNE 30, 2015
 In Thousands of Dollars

	MUNICIPAL CAPITAL PROJECT TOTAL					
	Project To Date A	Project Budget B	Project Forecast C	Forecast Variance (C-B)	Forecast Variance (C-B)/B	# Projects
2015	2,218	34,057	33,623	433	1.27%	76
2014	10,514	22,759	22,759	1	0.00%	40
2013 & PRIOR	23,020	55,290	55,290	0	0.00%	28
TOTAL MUNICIPAL PROJECTS	35,752	112,106	111,672	434	0.39%	144

Municipal Capital Project Financial Highlights

- There are a total of 144 municipal capital projects that have been ongoing and scheduled for 2015.
- Of these projects, 76 pertain to capital projects approved in 2015. The anticipated surplus funds reported from quarter one were adjusted due to a Council motion to move \$900 thousand from the Collector Reconstruct program to the 50+ Club Building Rehabilitation project. The \$433 thousand forecast variance is a result of the Asphalt Overlay Program tender process coming in \$450 thousand under budget.
- From 2014, 40 projects remain open. The original budget and forecast was increased by \$900 thousand due to the increase required for the 50+ Club Building Rehabilitation project. The revised budget and forecast of \$22.7 million continues to remain on target for completion.
- The remaining 28 projects relate 2013 and earlier. The current projects' expenditures to date are \$23 million, with a budget and forecast of \$55.3 million. The major project, 412420 Campbell Road Park & Ride of \$30 million, remains on hold pending other governmental negotiations.

CITY OF ST. ALBERT
MUNICIPAL CAPITAL PROJECTS BY DIVISION
FOR THE PERIOD ENDING JUNE 30, 2015
 In Thousands of Dollars

***** PROJECT TOTAL *****						
Project Description	Project To Date A	Project Budget B	Project Forecast C	\$ Variance fav / (unfav) (B-C)	% Variance	# of Projects
Entity #01 St. Albert						
Division #1000 Council						
415103 Story Boards	-	10	10	-	0.0%	
415102 Railroad Safety Enhancement	-	480	480	-	0.0%	
415101 NABI Building Fund*	25	25	25	-	0.0%	
412106 Entrance Landscaping Beautification	487	500	500	-	0.0%	
412103 White Spruce Forest	14	25	25	-	0.0%	
412102 Mountain Bike Skills Park	5	175	175	-	0.0%	
412101 Train Whistle Cessation (McKenney & Ray Gibbon Drive)	96	150	150	-	0.0%	
Total Division #1000 Council	607	1,365	1,365	-	0.0%	7
Division #2000 City Manager's Office						
415808 Civic Buildings Security	6	152	152	-	0.0%	
414808 Civic Buildings Security	-	250	250	-	0.0%	
414201 50+ Club Building Rehabilitation and Expansion	226	3,270	3,270	-	0.0%	
Total Division #2000 City Manager's Office	232	3,672	3,672	-	0.0%	3
Division #2300 Corporate Strategic Services						
415510 Metropolitan Area Network Design	-	250	250	-	0.0%	
415509 Council Chamber Technology	-	100	100	-	0.0%	
415508 Financial System Software	-	300	300	-	0.0%	
415507 Energy and Water Conservation Audit	-	150	150	-	0.0%	
415506 Smart City Master Plan	-	65	65	-	0.0%	
415505 Central Records Shelving Upgrade	-	57	57	-	0.0%	
415504 Council Chambers Upgrade	-	202	202	-	0.0%	
415503 Intelix Phase 2*	-	40	40	-	0.0%	
415502 Office Automation Program	3	50	50	-	0.0%	
415501 Office Systems Replacement Plan	3	693	693	-	0.0%	
414509 Agenda Management Software	30	110	110	-	0.0%	
414508 PW Former PW Yard Remediation Program	332	800	800	-	0.0%	
414507 Community Sustainability Plan	222	277	277	-	0.0%	
414506 Smart City Master Plan & Alliance	66	95	95	-	0.0%	
414505 Performance Measurement System	-	50	50	-	0.0%	
414504 Website Project	66	75	75	-	0.0%	
414503 HR Electronic Recruitment Software	35	43	43	-	0.0%	
414501 Office Systems Replacement Plan	120	623	623	-	0.0%	
414202 Financial System Software	17	200	200	-	0.0%	
413505 Performance Measurement System	-	50	50	-	0.0%	
413503 HR Electronic Recruitment Software	21	30	30	-	0.0%	
413501 Office Systems Replacement Plan	118	453	453	-	0.0%	
40940C-11 Corporate GIS Foundation Items	14	32	32	-	0.0%	
40548C IT Strategic Plan	852	910	910	-	0.0%	
Total Division #2300 Corporate Strategic Services	1,897	5,654	5,654	-	0.0%	24

MUNICIPAL CAPITAL PROJECTS BY DIVISION (cont'd)

***** PROJECT TOTAL *****

Project Description		Project To Date A	Project Budget B	Project Forecast C	\$ Variance fav / (unfav) (B-C)	% Variance	# of Projects
Division #3000 Community & Protective Services							
415332	Arena Improvements	-	128	128	-	0.0%	
415331	Water Conservation	-	110	110	-	0.0%	
415330	FS Station 2	-	281	281	-	0.0%	
415329	Noise & Light Barrier- Fire Station #3	-	25	25	-	0.0%	
415328	Land Acquisition Fire Hall #4	-	350	350	-	0.0%	
415327	Alberta First Responders Radio Communication System	-	47	47	-	0.0%	
415326	Signal Pre-Emption	-	105	105	-	0.0%	
415325	FPO Vehicle	-	35	35	-	0.0%	
415324	Fire CAD Upgrade	-	16	16	-	0.0%	
415323	Municipal Enforcement Officer Safety Initiative	-	54	54	-	0.0%	
415322	Municipal Enforcement Efficiencies	-	46	46	-	0.0%	
415321	Arden LED Lighting Replacement	72	114	114	(0)	-0.2%	
415320	Arden Cinema Screening Capability	-	43	49	(7)	-15.3%	
415319	Visual Arts Studio - Pottery Wheel Replacement	-	18	18	-	0.0%	
415318	Heritage Site Phase 2b	12	1,526	1,526	-	0.0%	
415317	Visual Arts Studio - Electric Kilns Replacement	-	24	24	-	0.0%	
415316	SAP Cultural Wayfinding Enhancement & Replacement- Ph 1	-	220	220	-	0.0%	
415315	Juneau House	36	605	605	-	0.0%	
415314	Safety Fencing Installation	1	96	96	-	0.0%	
415313	Lion's Park	17	500	500	-	0.0%	
415312	Lacombe Park Development*	-	990	990	-	0.0%	
415311	Riel Park Amenities Building	-	215	215	-	0.0%	
415310	Riel Park Phase 5 - Design and Park Development	-	275	275	-	0.0%	
415309	Northridge Park Development Phase 2*	-	500	500	-	0.0%	
415308	Community Capital Program	2	250	250	-	0.0%	
415307	City Playground Infrastructure Lifecycle Program	-	280	280	-	0.0%	
415306	City Parks Infrastructure Replacement Program	2	150	150	-	0.0%	
415305	City Sportfield Rehabilitation Program	-	285	285	-	0.0%	
415304	Arden Theatre Maintenance and Lifecycle Plan	-	118	128	(10)	-8.5%	
415303	Emergency Services Equipment Replacement Plan	3	161	161	-	0.0%	
415302	Aquatics Lifecycle Plan	59	194	194	-	0.0%	
415301	Servus Place Life Cycle Replacement Program	117	834	834	-	0.0%	
414413	Public Engagement Online Tools	-	50	50	-	0.0%	
414319	Cultural Walk/ Wall of Fame	1	20	20	-	0.0%	
414318	Heritage Sites Phase 2	367	1,526	1,526	-	0.0%	
414317	Founders Walk Phase 2	46	711	710	1	0.1%	
414316	SAP Way-finding & Signage Upgrade	15	25	25	-	0.0%	
414314	Fire Station #3- Exhaust System Replacement	4	212	212	-	0.0%	
414313	Campbell Dog-Friendly Park	139	160	160	-	0.0%	
414312	Lacombe Park Master Plan	85	173	173	-	0.0%	
414311	Woodlands Water Park - Locker Room	115	120	120	-	0.0%	
414310	Erin Ridge / Oakmont Trail Phase 2 Construction	916	1,050	1,050	-	0.0%	
414309	Chevigny House	48	100	100	-	0.0%	
414308	Community Capital Program	194	200	200	-	0.0%	
414306	City Parks Refurbishment Plan/Implementation	127	137	137	-	0.0%	
414305	Sportfield Refurbishment Program	5	220	220	-	0.0%	
414304	Arden Theatre Replacement Plan	21	28	28	-	0.0%	
413309	Chevigny House	85	100	100	-	0.0%	
413307	Kingswood Neighbourhood Playground	88	100	100	-	0.0%	
413306	City Parks Refurbishment Plan/Implementation	67	106	106	-	0.0%	
41131A	Mountain Bike Skills Park - Design	21	25	25	-	0.0%	
41022A-11	Dog Park	94	100	100	-	0.0%	
40982A	North Ridge Park Development Phase 1/Phase 2	573	750	750	-	0.0%	
40958A	Founders Walk (150th Anniversary)	1,265	1,269	1,269	-	0.0%	
Total Division #3000 Community & Protective Services		4,594	15,775	15,791	(16)	-0.1%	54

MUNICIPAL CAPITAL PROJECTS BY DIVISION (cont'd)

***** PROJECT TOTAL *****						
Project Description	Project To Date A	Project Budget B	Project Forecast C	\$ Variance fav / (unfav) (B-C)	% Variance	# of Projects
Division #4000 Planning & Engineering Services						
415455 Grandin Pond Bridge & Trail Paving	-	50	50	-	0.0%	
415453 Mailbox Locations	-	25	25	-	0.0%	
415417 Safety Codes Officer Truck	-	29	29	-	0.0%	
415416 Traffic Collision Management Software	49	50	50	-	0.0%	
415415 Erin Ridge Traffic Mitigation	-	25	25	-	0.0%	
415414 St. Anne Realignment	21	4,180	4,180	-	0.0%	
415413 St. Albert Trail Revitalization	-	125	125	-	0.0%	
415412 St. Albert Trail Median & Blvd Enhancement	6	967	967	-	0.0%	
415411 Right of Way (ROW) Study	-	60	60	-	0.0%	
415410 Crack Sealing Program	-	80	80	-	0.0%	
415409 Road Repairs	28	275	275	-	0.0%	
415408 Transportation Systems Mgmt (Signals)	345	859	859	-	0.0%	
415407 Sidewalk Program	15	1,270	1,270	-	0.0%	
415406 Red Willow Trail Overlay Program	-	200	200	-	0.0%	
415405 Permanent Line Marking Rehabilitation	-	128	128	-	0.0%	
415404 Local Reconstruct Program	-	265	265	-	0.0%	
415403 Collector/Local Asphalt Overlay Program	7	3,500	3,050	450	12.9%	
415402 Collector Reconstruct Program	3	1,200	1,200	-	0.0%	
415401 Arterial Asphalt Overlay Program	89	1,800	1,800	-	0.0%	
414454 Giroux Road and Lacombe Drive Pedestrian Crossing Control	126	130	130	-	0.0%	
414414 St. Anne St. Realignment - St. Thomas to Tache St	398	800	800	-	0.0%	
414412 St. Albert Trail Median and Blvd Enhancement	685	924	924	-	0.0%	
414411 City Owned Parking Lot - Fire Station #2	134	150	150	-	0.0%	
414410 Transportation Master Plan	455	630	630	-	0.0%	
414408 Transportation Systems Mgmt (Signals)	619	800	800	-	0.0%	
414407 Sidewalk Program	629	900	900	-	0.0%	
414403 Collector/Local Asphalt Overlay Program	1,737	2,280	2,280	-	0.0%	
414402 Collector Reconstruct Program	200	315	315	-	0.0%	
414401 Arterial Asphalt Overlay Program	1,003	1,100	1,100	-	0.0%	
413412 Railroad Safety Enhancement (Meadow view)	-	250	250	-	0.0%	
413409 Veness Road Upgrade (142 St)	2,162	2,410	2,410	-	0.0%	
413408 Transportation Systems Mgmt (Signals)	746	746	746	-	0.0%	
413407 Sidewalk Program	478	500	500	-	0.0%	
413402 Collector Reconstruct Program	2,035	2,110	2,110	-	0.0%	
Total Division #4000 Planning & Engineering Services	11,969	29,133	28,683	450	1.5%	34

MUNICIPAL CAPITAL PROJECTS BY DIVISION (cont'd)

***** PROJECT TOTAL *****						
Project Description	Project To Date A	Project Budget B	Project Forecast C	\$ Variance fav / (unfav) (B-C)	% Variance	# of Projects
Division #4500 Infrastructure Services						
415812 Black Knot Remediation	74	80	80	-	0.0%	
415811 Residential Area Sand Boxes	7	10	10	-	0.0%	
415810 SAP Building Envelope Replacement Plan	2	354	354	-	0.0%	
415809 Transit Waiting Shelters	-	61	61	-	0.0%	
415807 PW Subdivision Signage Lifecycle Refurbishments	15	50	50	-	0.0%	
415806 PW Shop & Yard Equipment Replacement	17	35	35	-	0.0%	
415805 PW Energy Efficiency Replacement Program	-	60	60	-	0.0%	
415804 On-Board Video	121	125	125	-	0.0%	
415803 Growth Buses	-	3,200	3,200	-	0.0%	
415802 Transit Bus Lifecycle Replacement	17	2,500	2,500	-	0.0%	
415801 PW Mobile Equipment Replacement Plan	1,046	1,327	1,327	-	0.0%	
414809 LRT Functional Alignment Study	111	250	250	-	0.0%	
414807 PW Subdivision Signage & Amenities	38	46	46	-	0.0%	
414804 Transit Smart Fare System	-	2,652	2,652	-	0.0%	
414801 PW Mobile Equipment Replacement Plan	1,186	1,261	1,261	-	0.0%	
413809 LRT Functional Study	224	250	250	-	0.0%	
412420 Campbell Road Park & Ride	63	30,000	30,000	-	0.0%	
41184 Ray Gibbon Drive Stage 3A - Construction	12,708	12,908	12,908	-	0.0%	
41132B City Building Rehabilitation	67	100	100	-	0.0%	
41119A Bridge Rehabilitation	548	600	600	-	0.0%	
40970A St. Albert Trail Urbanization Study	73	150	150	-	0.0%	
Total Division #4500 Infrastructure Services	16,316	56,017	56,017	-	0.0%	21
Division #6500 Common & Fiscal						
412108 Civic Space Capacity Initiative	137	490	490	-	0.0%	
Total Division #6500 Common & Fiscal	137	490	490	-	0.0%	1
Total Entity #01 St. Albert	35,752	112,106	111,672	434	0.4%	144

Utility Operations

CITY OF ST. ALBERT
UTILITY OPERATING SUMMARY BY DIVISION
FOR THE PERIOD ENDING JUNE 30, 2015
 In Thousands of Dollars

Division Description	2015 Actual YTD (A)	2015 Forecast (B)	2015 Budget (C)	Variance	
				\$ (C-B)	% (C-B)/C
Revenue					
Water	\$6,925	\$14,258	\$14,215	\$43	0%
Wastewater	5,818	11,904	11,894	10	0%
Storm	3,138	6,117	6,107	10	0%
Solid Waste Management	3,339	6,599	6,580	19	0%
Total Revenue	\$19,220	\$38,878	\$38,796	82	0%
Expenses					
Water	\$4,322	\$8,823	\$8,701	\$(122)	(1%)
Wastewater	4,320	9,090	9,091	1	0%
Storm	490	1,356	1,357	1	0%
Solid Waste Management	3,020	5,880	5,874	(6)	(0%)
Total Expenses	\$12,152	\$25,149	\$25,023	(126)	(1%)
Transfer to Reserve					
Water	\$2,603	\$5,435	\$5,514	\$(79)	(1%)
Wastewater	1,498	2,814	2,803	11	0%
Storm	2,648	4,761	4,750	11	0%
Solid Waste Management	319	719	706	13	2%
Total Transfer to Reserve	\$7,068	\$13,729	\$13,773	44	0%

Utilities Operating Actual to Budget Variance

Water - \$79 thousand under budget

Revenue - \$43 thousand over budget

- \$9 thousand over budget due to penalties for late payment.
- \$48 thousand over budget to Water Connection fees that relate to the Planning & Development permit revenue.
- \$10 thousand over budget to recovered costs resulting from new construction flushing.
- \$24 thousand under budget as a result of delays in the Morinville agreement relating to the pump house booster station.

Expense - \$122 thousand over budget

- \$3 thousand under budget due to a decrease in bad debts as the City no longer accepts tenant accounts
- \$7 thousand under budget of Insurance Premiums resulting in lower than anticipated premiums
- \$131 thousand over budget in various expenses relating to the St. Anne Water Main Break

Wastewater - \$11 thousand over budget

Revenue - \$10 thousand over budget

- \$10 thousand over budget due to penalties for late payment.

Expense - \$1 thousand over budget

- \$1 thousand over budget due to an increase in operating supplies as a result of additional billing paper requirements

Storm - \$11 thousand over budget

Revenue - \$10 thousand over budget

- \$11 thousand over budget due to penalties for late payment.

Expense - \$1 thousand under budget

- \$1 thousand under budget due to a decrease in bad debts as the City no longer accepts tenant accounts

Solid Waste Management - \$13 thousand over budget

Revenue - \$19 thousand over budget

- \$6 thousand over budget due to penalties for late payment.
- \$12 thousand over budget in the sale of Refuse Stickers for large bin disposal events

Expense - \$6 thousand over budget

- \$2 thousand under budget due to a decrease in bad debts as the City no longer accepts tenant accounts
- \$4 thousand over budget in training and development for staff requirements
- \$4 thousand over budget in Postage due to the mail out of new garbage schedules

CITY OF ST. ALBERT
UTILITY STATEMENT OF OPERATIONS BY FUNCTION
FOR THE PERIOD ENDING JUNE 30, 2015
In Thousands of Dollars

	2015 Actual YTD (A)	2015 Forecast (B)	2015 Budget (C)	Forecasted Variance	
				\$ (C-B)	% (C-B)/C
Revenues					
Sales & User Fees	\$19,156	\$38,526	\$38,455	\$71	0.2%
Other Revenue	-	24	48	(24)	-50.0%
Fines & Penalties	64	128	93	35	37.9%
Transfers From Reserves	-	200	200	-	0.0%
Total Revenue	\$19,220	\$38,878	\$38,796	\$82	0.2%
Expenses					
Salaries, Wages, & Benefits	\$2,228	\$4,599	\$4,594	\$(5)	-0.1%
Contracted & General Services	3,339	7,824	7,697	(127)	-1.6%
Transfers To/From Operations/Capital	952	952	952	-	0.0%
Materials, Goods, Supplies & Utilities	318	1,044	1,040	(4)	-0.4%
Purchases From Other Governments	4,962	9,730	9,730	-	0.0%
Other Expenditures	352	798	808	10	1.2%
Transfers To Organizations & Individuals	-	200	200	-	0.0%
Bank Charges & Short Term Interest	1	2	2	-	0.0%
Total Expense	\$12,152	\$25,149	\$25,023	(126)	-0.5%
Excess of Revenue over Expense	\$7,068	\$13,729	\$13,773	\$(44)	(0%)
Transfer to Reserves	\$7,068	\$13,729	\$13,773	\$44	0%
Operating Surplus for the Period	-	-	-	-	

CITY OF ST. ALBERT
UTILITY CAPITAL EXPENDITURE SUMMARY REPORT
FOR THE PERIOD ENDING JUNE 30, 2015
In Thousands of Dollars

	UTILITY CAPITAL PROJECT TOTAL					
	Project To Date A	Project Budget B	Project Forecast C	Forecast Variance (C-B)	Forecast Variance (C-B)/B	# Projects
2015	170	11,338	11,338	0	0.00%	14
2014	6,956	17,998	17,998	0	0.00%	12
2013 & PRIOR	13,786	23,459	23,199	260	1.11%	13
TOTAL UTILITY PROJECTS	20,912	52,795	52,535	260	0.49%	39

Utility Capital Project Financial Highlights

- There are 39 projects scheduled for Utilities in 2015.
- There are 14 projects approved for 2015. Only \$170 thousand has been spent from an \$11.4 million budget, however, this will increase as the tendering and Request for Proposal (RFP) process and preparation is completed.
- From 2014, 12 projects with a total of \$6.9 million has been spent to date, with a budget and forecast of \$17.9 million.
- For 2013 and prior years, there are 13 projects with current expenditures to date of \$13.8 million. As reported in the first quarter, the forecasted variance reduction of \$260 thousand relates to shifting priorities in project 41151A Outfall #4 (previously known as Riel Park Development). The design phase of this project will still be completed, however the construction will occur in a subsequent year.

CITY OF ST. ALBERT
UTILITY CAPITAL PROJECTS BY DIVISION
FOR THE PERIOD ENDING JUNE 30, 2015
In Thousands of Dollars

		*****PROJECT TOTAL*****				
		Project	Project	Project	\$ Variance	%
		To Date	Budget	Forecast	fav / (unfav)	Variance
		A	B	C	(B-C)	
Project Description						# of
						Projects
Entity #02 Utilities						
2015 Projects						
Division #7000 Water						
415835	Water System Infrastructure Rehab	35	410	410	-	0.0%
415831	SCADA Upgrades for Water Stations	-	50	50	-	0.0%
415430	Water Network Level of Service	-	800	800	-	0.0%
415230	Update Meter Reader Technology	-	1,000	1,000	-	0.0%
414431	Oakmont Pump House Upgrades	5	500	500	-	0.0%
414430	Water Network Level of Service	-	578	578	-	0.0%
414203	Update Water Meter Technology	3	100	100	-	0.0%
413419	Oakmont Pumphouse Upgrades	50	75	75	-	0.0%
413418	Oakmont Water Supply Line	986	4,900	4,900	-	0.0%
413417	East Water Supply Main (Phase 2)	5,052	5,500	5,500	-	0.0%
413414	Water Network Level of Service	-	551	551	-	0.0%
412703	Water Network Level of Service	204	525	525	-	0.0%
Total Division #7000 Water		6,334	14,989	14,989	-	0.0%
Division #8000 Wastewater						
415846	Wastewater Household Service Replacement	108	200	200	-	0.0%
415845	Wastewater Rehabilitation Program	11	229	229	-	0.0%
415842	Wastewater Combination Flusher/Hydrovac Equipment	-	320	320	-	0.0%
415841	Wastewater SCADA Upgrades	-	50	50	-	0.0%
415454	Phase 3 North Interceptor	-	2,137	2,137	-	0.0%
415442	Rivercrest Lift Station Rehabilitation	-	300	300	-	0.0%
415441	Wastewater Main Replacement	-	582	582	-	0.0%
415440	Wastewater Collection System Level of Service	-	380	380	-	0.0%
414845	Wastewater Rehabilitation Program	116	221	221	-	0.0%
414442	Wastewater Lift Station Rehabilitation	3,390	3,570	3,570	-	0.0%
414441	Wastewater Main Replacement	797	1,454	1,454	-	0.0%
414440	Wastewater Collection System Redesign & Enhancement	622	2,200	2,200	-	0.0%
413813	Wastewater Main Replacement	63	528	528	-	0.0%
Total Division #8000 Wastewater		5,108	12,151	12,151	-	0.0%

UTILITY CAPITAL EXPENDITURE SUMMARY REPORT (cont'd)

***** PROJECT TOTAL *****						
Project Description	Project To Date A	Project Budget B	Project Forecast C	\$ Variance fav / (unfav) (B-C)	% Variance	# of Projects
Division #8600 Storm						
415452 Stormwater Management Level of Service Requirements	16	3,300	3,300	-	0.0%	
415451 Stormwater Infrastructure Rehabilitation	-	1,600	1,600	-	0.0%	
414453 Oakmont Swale Reconstruction	335	2,500	2,500	-	0.0%	
414452 Sedimentation and Erosion Control Plan	1,488	2,000	2,000	-	0.0%	
414451 South Campbell Stormwater Management Facility	50	4,050	4,050	-	0.0%	
414450 Lacombe Park Bank Repairs	146	800	800	-	0.0%	
413427 Sedimentation and Erosion Control Plan	200	200	200	-	0.0%	
413426 South Campbell Stormwater Management Facility	70	950	950	-	0.0%	
413424 Stormwater Management Level of Service Requirements	576	1,680	1,680	-	0.0%	
413423 Stormwater Infrastructure Rehabilitation	229	1,050	1,050	-	0.0%	
412712 Stormwater Infrastructure Rehabilitation	815	1,000	1,000	-	0.0%	
41151A Riel Wetland Stormwater Outlet Improvements	145	500	240	260	52.0%	
Total Division #8600 Storm	4,070	19,630	19,370	260	1.3%	12
Division #9000 Solid Waste Management						
414865 Recycle Yard Upgrades	4	25	25	-	0.0%	
412715 Riel Park Redevelopment Phase 3 & 4	5,397	6,000	6,000	-	0.0%	
Total Division #9000 Solid Waste Management	5,401	6,025	6,025	-	0.0%	2
Total Entity #02 Utilities	20,912	52,795	52,535	260	0.5%	39

Financial Position

CITY OF ST. ALBERT
STATEMENT OF RESERVES
FOR THE PERIOD ENDING JUNE 30, 2015
In Thousands of Dollars

	Jan 1, 2015 Balance	Forecasted Adjustments	Dec 31, 2015 Uncommitted Balance	June 30, 2015 Balance
	\$	\$	\$	\$
<u>Operating</u>				
Stabilization	3,765	(1,457)	2,308	3,865
Growth Stabilization	652	1,159	1,811	1,811
Operating Carry Forwards				
Operating Carry Forward Reserve	2,027	(1,913)	114	1,684
Outside Agencies	156	9	165	165
Community Significant Event Stimulus Fund	61	(20)	41	41
	<u>2,244</u>	<u>(1,924)</u>	<u>320</u>	<u>1,890</u>
Risk Management	1,261	25	1,286	1,274
Automated Traffic Enforcement Technology - Speed on Green	285	(195)	90	104
LRT/BRT Reserve	376	(340)	36	201
Operating Programs				
Children's Festival Fund	122	-	122	122
Young Artists Legacy Grant Program Fund	21	(1)	20	20
	<u>143</u>	<u>(1)</u>	<u>142</u>	<u>142</u>
RCMP Contract Expense Reserve	869	-	869	869
Safety Enhancement Reserve	640	22	662	842
Election Reserve	232	47	279	279
<u>Total Operating</u>	<u>10,467</u>	<u>(2,664)</u>	<u>7,803</u>	<u>11,277</u>
<u>Capital</u>				
Internal Financing	1,020	379	1,399	1,399
Major Recreational Lands & Facilities				
Major Rec. Facilities Fund - City Wide	3,071	(897)	2,174	3,105
Major Rec. Facilities Fund - Neighbourhood	1,130	(899)	230	1,142
Parkland	216	2	218	218
Dog License Fund	223	14	238	266
	<u>4,640</u>	<u>(1,780)</u>	<u>2,860</u>	<u>4,731</u>
Transportation				
General Transportation Fund	1,500	16	1,516	1,516
Public Transit Fund	3,815	(1,577)	2,238	4,281
	<u>5,315</u>	<u>(1,561)</u>	<u>3,754</u>	<u>5,797</u>
Equipment - Replacement				
Equipment Replacement Fund	2,330	(21)	2,309	2,137
Emergency Services Equipment Replacement Fund	216	(38)	178	276
Office Systems Replacement Fund	1,298	(1,197)	101	1,383
Facilities Refurbishment Fund	156	11	167	168
Arden Theatre Repair & Refurbishment Fund	136	49	185	163
Servus Place Replacement & Refurbishment Fund	1,011	(312)	699	1,162
Aquatics Facility Refurbishment Fund	478	(14)	464	512
Public Art Acquisition, Maintenance & Restoration Fund	342	(170)	172	284
Fire Buildings Lifecycle	101	81	182	142
City Playgrounds Lifecycle Fund	252	3	255	395
	<u>6,320</u>	<u>(1,608)</u>	<u>4,712</u>	<u>6,622</u>

STATEMENT OF RESERVES (cont'd)
FOR THE PERIOD ENDING JUNE 30, 2015
In Thousands of Dollars

	Jan 1, 2015 Balance	Forecasted Adjustments	Dec 31, 2015 Uncommitted Balance	June 30, 2015 Balance
	\$	\$	\$	\$
Municipal Land and Facilities	(360)	85	(274)	(237)
Capital Funding Reserve				
Capital Fund	31,817	3,831	35,649	51,057
Outside Agencies	268	30	298	298
	32,085	3,861	35,947	51,355
Library Collection Reserve Fund	3	0	3	3
Total Capital	49,023	(622)	48,401	69,670
Utilities				
Water Fund	6,651	1,226	7,877	9,287
Wastewater Fund	6,277	(306)	5,971	7,268
Storm Fund	16,401	(3,027)	13,374	19,207
Solid Waste Management Fund	(4,871)	(1,175)	(6,046)	(4,314)
Total Utilities	24,458	(3,282)	21,176	31,448
Total Reserves	83,948	(6,568)	77,380	112,395

The January 1, 2015 balance does not include \$38 thousand Arts and Heritage Foundation Reserve, which is included in the consolidated 2014 Annual Financial Report. The December 31, 2015 Forecasted Balance includes all approved adjustments as at June 30, 2015.

* The Capital Fund reserve has \$23.2 million in offsite levy funds. The funds are included as part of the forecasted year end uncommitted balance, however, Administration cannot access the funds until direction is provided from Council.

Investments

As of June 30, 2015 the City had \$164.2 million in cash and investments.

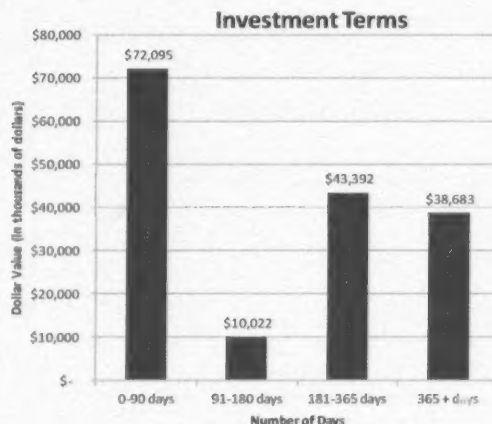
The City of St. Albert's Investment Policy, C-FS-02, outlines the Investment Portfolio Policy. This policy is reviewed annually by Administration with any changes recommended to Council for approval.

- City Managed Cash and Short-Term Investments – the primary goal is liquidity and capital preservation by investing in short-term secure investments for a term of up to three years.
- Custodian Managed Investment Portfolio – the primary purpose is to maintain capital preservation, while maximizing investment returns by accessing investment funds managed by professional fund managers.
- The City's Investment Policy restricts Administration from investing more than 75 per cent of funds in any one financial institution.
- The chart on the right shows the current portfolio distribution of both short-term and long-term funds by financial institution.

Financial Institution	Portfolio Amount in thousands of dollars	Percentage
Toronto Dominion	56,542	34.44%
ATB Financial	10,022	6.10%
Servus Credit Union	200	0.12%
BMO Nesbitt Burns	20,001	12.18%
CIBC Wood Gundy	33,796	20.58%
Scotiabank	5,084	3.10%
RBC Dominion Securities	5,321	3.24%
Raymond James	28,223	17.19%
CWB	5,003	3.05%
	\$164,191	100%

The Investment Terms chart shows the current investment portfolio by term and interest rate range. The 0-90 day Investment Terms increased over the first quarter due to Property Income Tax revenue that was received at the end of June and reinvested in early July.

The City of St. Albert will maintain an investment portfolio that will be sufficiently liquid in order to meet its operating cash flow requirements that might reasonably be anticipated in the short and longer term. Under policy C-FS-02, any investments with terms of more than three years must be administered through a custodian and Administration is to manage investments with terms of fewer than three years.



Observations

The cash and investment portfolio as of June 30, 2015 had a total value of \$164.2 million. Funds have been invested to ensure the best term and corresponding interest rates are achieved for the upcoming months. To maximize returns on short-term investments, City staff select the highest investment yield based on quotes from up to 10 banks and investment firms, including eligible credit unions and the Canadian chartered banks. Any surplus cash balances are placed in a daily interest savings account to maximize interest income.

Benchmarking Data

The chart on the right compares the City's portfolio performance by term to the Bank of Canada T-Bill and Bond rates as per the City's Investment Policy C-FS-02.

	St. Albert	Bank of Canada
Cash and Short Term Investments	Average Portfolio Rate	T-Bill Rate
0 - 90 Days	1.19%	0.58%
91 - 180 Days	1.58%	0.63%
181 - 365 Days	1.86%	0.67%
	St. Albert	Bank of Canada
Long Term Investments	Average Portfolio Rate	3 & 7 Yr Bond Rate
2 - 8 Years	2.93%	.59% - 1.40%

Overall, the rate of return realized from the City of St. Albert's investments is above the Bank of Canada T-Bill and Bond rates.

As of June 30, 2015, the City had earned \$1.5 million in investment income, which is 65% of the year to date forecast.

Summary of Debt

As of June 30, 2015, the City had \$47.4 million debt outstanding, requiring servicing of \$3.0 million. The debt will be \$45.5 million at the end of the year. The debt relates to two significant projects that the City has invested in; Servus Credit Union Place and the first stages of Ray Gibbon Drive.

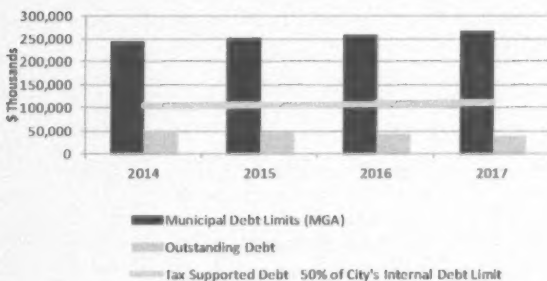
The debt outstanding on Servus Credit Union Place as at June 30, 2015 was \$24.2 million. Three debentures were issued, and will be paid off between March 2024 and June 2025. Annual service costs of \$3.3 million are taxed as a separate levy, and as such are not a component of the Capital Funding Formula.

The debt outstanding on Ray Gibbon Drive as at June 30, 2015 is \$23.2 million. Four debentures were issued and will be paid off between December 2019 and December 2026. Annual service costs of \$2.7 million are funded as a component of the Capital Funding Formula.

The City of St. Albert's Debt Management Policy, C-FS-03, outlines the types of debt and financing the City may undertake. According to the policy, the City Manager or designate shall report quarterly to Council regarding the City's compliance with this policy.

Under the Municipal Government Act, Alberta Regulation 255/2000, the debt limit for the City is calculated at 1.5 times its revenue, and the debt service limit is calculated at 0.25 times such revenue. Incurring debt beyond these limitations requires approval of the Minister of Municipal Affairs. In addition, C-FS-03 stipulates that the City shall adhere to an "internal debt limit" of 85 per cent of the debt limit prescribed by Provincial regulation and an "internal tax-supported debt limit" of 50 per cent of the City's internally determined debt limit and debt services limit. As at December 31, 2014, the City's debt limit was \$242.0 million and its service on debt limit was \$40.3 million. The City of St. Albert's debt and service limits have consistently been well under the allowable limits and are not forecasted to change in the near future.

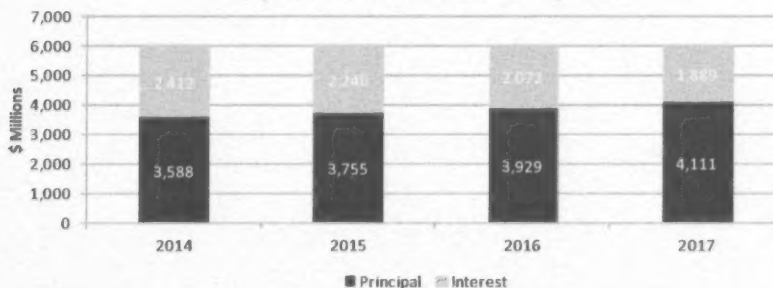
Debt Limit versus Outstanding Debt



Debt Service Limit vs. Debt Service



Projected Annual Debenture Payment



GLOSSARY

Term	Description
Actual	Actual, as opposed to budgeted, revenues and expenditures for the fiscal year indicated.
City Managed Cash	Funds invested directly through the City.
Capital Preservation	A conservative investment strategy used to ensure funds that are invested are protected.
Capital Budget	Estimated expenditure and revenues based on approved projects by Council that are related to the support in City's municipal and utility infrastructure
Custodian Managed Investment Portfolio	Funds invested through professional fund manager.
Debt Limit	Municipal Government Act (MGA) regulated debt limit; calculated at 1.5 times the revenue of a municipality.
Debt Service Limit	MGA regulated limit on the annual debt payments (principal and interest); calculated at 0.25 times the revenue of a municipality.
Deficit	Excess of expenditure over revenue.
Divisions/Departments	Part of the City's organization structure.
Expenditure	The payment of cash on the transfer of property or services for the purpose of acquiring an asset, service, or settling a loss.
Fiscal Year	January 1 st to December 31 st .
Forecast	The projection of revenues and expenditures for current fiscal year.
Internal Debt Limit	City ceiling which prevents the debt limit from exceeding 85 per cent of the MGA's debt limit on non-tax debt and 50 per cent of the MGA's debt limit on tax supported debt.
Investment Yield	The income return on investments.
Liquidity	The ability to convert an asset into cash in a short period of time.
Long-Term Debt	Debt with a maturity date of more than one year after the date of issuance.
Municipal Government Act (MGA)	Provincial legislation that provides authority for municipal expenditure and revenue collection.
Operating Budget	Estimated expenditures and revenues related to current operations approved by City Council for the fiscal year.
Per Capita	Indicates costs or revenues on a per person basis.
Reserve Fund	Assets segregated and restricted to meet the purpose of the reserve fund. They may be either obligatory (created whenever a ruling requires revenues received for special purposes to be segregated) or discretionary (created whenever a municipal council wishes to earmark revenue to finance a future project for which it has authority to spend money).

GLOSSARY

Term	Description
Revenue	Sources of income used to finance the operations of the City. It includes such items as tax payments, fees or specific services, receipts from other governments, fines, grants and interest income.
Surplus	The excess of revenues over expenditures.
Utility	The city owns four utilities: water, wastewater (sewer), storm sewer, and solid waste. These utilities operations are self-funded through a separate revenue structure.
Variance	The variance column records the difference between the actual and budget amounts. Positive dollar variances indicate favorable budget impact and negative dollar variances indicate an unfavorable budget impact.
Year- End Uncommitted Balance	The reserve dollar amount at year end which has not been committed to specific projects.
YTD	Indicates Year to Date.

For More Information:

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